



## 2008 Homeland Security Symposium and Exposition

*"New Directions in Homeland Security"*

9 -10 September 2008

Arlington, VA

### Agenda

#### Tuesday, September 9, 2008

##### **PANEL: New Directions in Industrial Base Infrastructure Protection: Reconciling Protection and Resiliency**

- *Dr. Kevin Reardon*, Deputy Assistant Secretary for Infrastructure Protection, DHS
- *Mr. Guy Copeland*, Vice President, Information Infrastructure Advisory Programs, Computer Sciences Corporation (CSC)
- *Mr. Douglas Walters*, Senior Director – Operations Support Nuclear Energy Institute

##### **PANEL: New Directions in Preparedness and Disaster Response Operations**

- *Mr. Thomas E. Sutto*, Ph.D, Material Science and Technology Division, Naval Research Laboratory

##### **SAFETY Act Update**

- *Mr. Bruce Davidson*, Deputy Director, Office of SAFETY Act Implementation, DHS

##### **Opportunities for the Private Sector**

- *Mr. Thomas A. Cellucci*, Ph.D., M.B.A., Chief Commercialization Officer, DHS

#### Wednesday, September 10, 2008

##### **DHS Procurement**

Moderator: *Mr. Thomas W. Essig*, Chief Procurement Officer, DHS

- *Ms. Soraya Correa*, Director of Procurement Operations, DHS Headquarters
- *Ms. Tiffany Hixson*, Director, SBI Acquisition Office, Customs and Border Protection

##### **PM Small Business Opportunities**

- *Mr. Kevin Boshears*, Director, Office of Small and Disadvantaged Business Utilization, DHS



# 2008 HOMELAND SECURITY SYMPOSIUM & EXHIBITION

“New Directions in Homeland Security”



MARRIOTT CRYSTAL GATEWAY HOTEL, ARLINGTON, VA

[WWW.NDIA.ORG/MEETINGS/8490](http://WWW.NDIA.ORG/MEETINGS/8490)

SEPTEMBER 9-10, 2008

EVENT #8490



## 2008 HOMELAND SECURITY SYMPOSIUM & EXHIBITION

### *NEW DIRECTIONS IN HOMELAND SECURITY*

SEPTEMBER 9-10, 2008 ▶ ARLINGTON, VA

The Homeland Security Division of NDIA is sponsoring the 2008 Homeland Security Symposium & Exhibition from September 9-10, 2008 at the Marriott Crystal Gateway Hotel in Arlington, VA. The theme of this year's symposium is "New Directions in Homeland Security" and focuses on the future of Homeland Security as we enter a period of transition in Presidential administrations. Leading speakers from Congress, the Administration, both Presidential campaigns and other opinion leaders will engage in a lively dialogue highlighting what the future holds for Homeland Security. The Symposium will also concentrate on issues involving DHS procurement in a panel that will be facilitated by the DHS Chief Procurement Officer. A segment of the symposium also will address small business strategies.

## HOMELAND SECURITY DIVISION

### MISSION AND PURPOSE:

- ▶ To provide legal and ethical forums for the exchange of information, ideas and recommendations between industry and government on homeland security issues
- ▶ To promote a vigorous, robust and collaborative government-industry homeland security team
- ▶ To advocate for best-in-class, high technology equipment, systems, training and support for America's first responder community

### FOCUS:

The Homeland Security Division incorporates the six critical mission areas identified in the National Strategy for Homeland Security: Intelligence and Warning, Border and Transportation Security, Domestic Counterterrorism, Protecting Critical Infrastructure and Key Assets, Defending Against Catastrophic Threats, and Emergency Preparedness.

The Homeland Security Division focuses on the protection and security of the assets, information, facilities, and resources of the government, military and private sector organizations which comprise the technological, military, and industrial infrastructure of the United States. The division provides input and advice to a wide range of agencies and departments of Federal, state and local governments and to commercial, industrial and academic institutions.

#### DIVISION CHAIR

Mr. Bob Kelly  
CenTauri Solutions, LLC

#### VICE-CHAIR

Mr. Rich Cooper  
Olive, Edwards, and Cooper, LLC

#### SECRETARY

Mr. Vince Cannava  
Global Security  
Engineering Solutions (GS&ES)/  
L-3 Communications



## TUESDAY, SEPTEMBER 9, 2008

- 7:00-8:00 AM **Registration/Continental Breakfast**
- 8:00-8:15 AM **Welcome & Opening Remarks**  
Mr. Vince Cannava  
*Global Security and Engineering Solutions (GSE&S), L-3 Communications Symposium Chairman*
- Major General Barry D. Bates, USA (Ret)  
*Vice President, Operations, NDIA*
- Mr. Robert W. Kelly  
*Managing Partner, CenTauri Solutions, LLC Chairman, NDIA Homeland Security Division*
- 8:15-9:00 AM **Keynote Address**  
Congressman Bennie G. Thompson (D-MS)  
*Chairman, Committee on Homeland Security, U.S. House of Representatives*
- 9:00-10:00 AM **Critical Infrastructure Protection**  
The Honorable Robert B. Stephan  
*Assistant Secretary for Infrastructure Protection, DHS*
- 10:00-10:30 AM **Exhibit Hall Open/Break in Exhibit Hall**
- 10:30-12:00 PM **New Directions in Industrial Base Infrastructure Protection: Reconciling Protection and Resiliency**
- Moderator:  
Mr. Ronald L. Dick  
*Director-Homeland Security, Computer Sciences Corporation (CSC)*
- Dr. Kevin Reardon  
*Deputy Assistant Secretary for Infrastructure Protection, DHS*
  - Mr. Tim Scott  
*Chief Security Officer and Global Director of Emergency Services, Dow Chemical Company*
  - Mr. Sam Lawrence  
*Structural Technical Director, Parsons Infrastructure and Technology Group, Inc.*
  - Mr. Guy Copeland  
*Vice President, Information Infrastructure Advisory Programs, Computer Sciences Corporation (CSC)*
  - Mr. Michael J. Wallace  
*Vice Chairman, Constellation Energy & Chairman UniStar Energy; Former Chairman, Partnership for Critical Infrastructure Security (PCIS)*
- 12:00-1:30 PM **Buffet Lunch in Exhibit Hall**



**KEYNOTE ADDRESS**  
CONGRESSMAN BENNIE THOMPSON  
(D-MS)  
CHAIRMAN, COMMITTEE ON  
HOMELAND SECURITY, U.S. HOUSE  
OF REPRESENTATIVES





JOIN US FOR DINNER ON  
SEPTEMBER 9TH AS WE  
PRESENT THE HOMELAND  
SECURITY DIVISION  
AMERICA SECURE AWARD  
TO THE HONORABLE PAUL  
McHALE, ASSISTANT  
SECRETARY OF DEFENSE  
FOR HOMELAND DEFENSE  
AND AMERICAS' SECURITY  
AFFAIRS

1:30-2:45PM

### **New Directions in Preparedness and Disaster Response Operations**

Moderator:

Mr. Mark Steiner

*Senior Policy Advisor, American Council of Engineering Companies*

#### **Government Perspective**

- Mr. Corey Gruber  
*Acting Deputy Administrator for National Preparedness Directorate, FEMA*
- Mr. Glenn Cannon  
*Assistant Administrator, Disaster Operations Directorate, FEMA*
- Mr. Gary Anderson  
*Deputy Assistant Administrator for Logistics Management Directorate, FEMA*

#### **Industry Perspective**

- Gary Shiffman, Ph.D.  
*Senior VP & GM, Continuity and Crisis Management; Global Security and Engineering Solutions/L-3 Communications*

2:45-3:15 PM

### **Break in Exhibit Hall**

3:15-4:00 PM

### **SAFETY Act Update**

Mr. Bruce Davidson

*Deputy Director, Office of SAFETY Act Implementation, DHS*

4:00-5:00 PM

### **Opportunities for the Private Sector**

Thomas A. Cellucci, Ph.D., M.B.A.

*Chief Commercialization Officer, DHS*

5:00-6:30 PM

### **Reception in Exhibit Hall**

6:30 PM

### **Awards Dinner**

Presentation of America Secure Award

The Honorable Paul McHale

*Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs*

## **WEDNESDAY, SEPTEMBER 10, 2008**

7:00-8:00 AM

### **Registration/Continental Breakfast**

8:00-8:15 AM

### **Introductory Remarks**

Mr. Vince Cannava

*Global Security and Engineering Solutions (GS&ES), L-3 Communications*

*Symposium Chairman*

### **Remembrance of 9-11**

Mr. Robert W. Kelly

*Managing Partner, CenTauri Solutions, LLC  
Chair, NDIA Homeland Security Division*

8:15-9:00 AM

### **Keynote Address**

Congressman Dan Lungren (R-CA)

*Ranking Member, Subcommittee on Transportation and Infrastructure Protection, Committee on Homeland Security, U.S. House of Representatives*



9:00-10:30 AM

**Presidential Candidates' Visions for "New Directions in Homeland Security"- Advisors to Democratic and Republican Presidential Campaigns**

Ms. Ruchi Bhowmik  
*Advisor to Senator Barack Obama (D-IL)*

The Honorable John Lehman  
*Chairman of J.F. Lehman & Company; Former Secretary of the Navy; former member of the National Commission on Terrorist Attacks Upon the United States*

10:30-11:00 AM

**Break in Exhibit Hall**

11:00-12:15 PM

**New Directions in Immigration Policy and Implementation**

Moderator:

Col Randy Larsen, USAF (Ret)  
*Director, Institute for Homeland Security*

- Dr. David McIntyre  
*Director, Integrative Center for Homeland Security, Texas A&M University*
- Chief William J. McSweeney  
*Chief, Office of Homeland Security, Los Angeles County Sheriff's Department, California*
- The Honorable James W. Ziglar  
*Former Commissioner, Immigration and Naturalization Service*

12:15-1:30 PM

**Buffet Lunch in the Exhibit Hall  
LAST CHANCE TO VIEW EXHIBITS**

1:30-3:15 PM

**DHS Procurement**

Moderator:

Mr. Thomas W. Essig  
*Chief Procurement Officer, DHS*

- Ms. Soraya Correa  
*Director of Procurement Operations, DHS Headquarters*
- Ms. Tiffany Hixson  
*Director, SBI Acquisition Office, Customs and Border Protection*

3:15-3:30 PM

**Break in Foyer**

3:30-4:45 PM

**Small Business Opportunities**

Mr. Kevin Boshears  
*Director, Office of Small and Disadvantaged Business Utilization, DHS*

4:45-5:00 PM

**Conference Wrap-Up**

Mr. Vince Cannava  
*Global Security and Engineering Solutions (GS&ES), L-3 Communications  
Symposium Chairman*

5:00 PM

**Adjourn**

## ADMINISTRATIVE INFORMATION

For questions regarding attendee participation at this symposium, please contact Claudia Diaz, Meeting Planner, at (703) 247-2596 or [cdiaz@ndia.org](mailto:cdiaz@ndia.org).



## CONFERENCE PROCEEDINGS

Proceedings will be made available to symposium attendees one to two weeks after the symposium via DTIC link. You will receive notification via e-mail once proceedings are available for viewing.





## ATTIRE

Symposium attire is business (suit/coat and tie) for civilians and Class A or uniform of the day for military.

## ID BADGES

During symposium registration and check-in, each attendee will be issued an identification badge. Please be prepared to present a valid picture ID. Badges must be worn at all symposium functions.

## SPECIAL NEEDS

NDIA supports the Americans with Disabilities Act of 1990. Attendees with special needs should contact Claudia Diaz, Meeting Planner, at (703) 247-2596 or [cdiaz@ndia.org](mailto:cdiaz@ndia.org) prior to Friday September 5, 2008.

## HOTEL INFORMATION

A block of rooms has been reserved at Marriott Gateway Crystal City, 1700 Jefferson Davis Hwy, Arlington, VA 22202. Call (703) 920-3230 to make reservations. The room rate is \$251/single and double rooms for industry members. The room rate is \$201/single or the prevailing 2008 government rate for government attendees. The per diem rate is available ONLY to active duty military or civilian government employees. Identification will be required at check-in; a retired military ID is NOT acceptable. Reservations must be made by Friday, August 8, 2008. Rooms may be sold out before Friday, August 8, 2008. After that date, reservations will be accepted on a space available basis. Speakers and attendees are responsible for making their own hotel reservations. Be sure to mention that you are with the NDIA 2008 Homeland Security Symposium & Exhibition in order to receive the group rate.

## WWW.DEFENSEJOBS.COM

The Defense Industry's leading employment website; find a job, post a job listing, post a resume, and search resumes. For more information, please contact [info@defensejobs.com](mailto:info@defensejobs.com) or (703)247-9461. Please visit [www.defensejobs.com](http://www.defensejobs.com)

## NATIONAL DEFENSE MAGAZINE

Advertise in *National Defense* and increase your company exposure at this symposium! *National Defense* will be distributed to all attendees of this symposium and all of NDIA's other symposiums. For more information, contact Dino Pignotti at 703-247-2541 or [dpignotti@ndia.org](mailto:dpignotti@ndia.org).

## SPONSORSHIP MENU

### OPENING RECEPTION SPONSOR (available to 3 co-sponsors)

Benefits include:

- Company logo and link to your company on event web site 90 days prior to symposium
- Company description (300 words) and logo in on-site materials
- Sponsor ribbons on designated badges
- Event specific signage and throughout symposium
- Company name on cocktail napkins at the reception
- Hosted bar and hors d'oeuvres for attendees

Investment: \$7,000 for each or \$18,000 for title sponsor.

### CONTINENTAL BREAKFAST SPONSOR (available to 2 sponsors)

Benefits per Breakfast include:

- Company logo and link to your company on event web site 90 days prior to symposium
- Company description (300 words) and logo in the symposium on-site materials
- Sponsor ribbons on designated badges
- Event specific signage and throughout symposium
- Sponsor logo on tent signs at each breakfast table or event signage throughout breakfast area

Investment: \$5,000 per breakfast or \$8,000 for title sponsor.



## SPONSORSHIP MENU CONTINUED

### LUNCH SPONSOR (available to 2 sponsors)

Benefits per Lunch include:

- Company logo and link to your company on event web site 90 days prior to symposium
- Company description (300 words) and logo in the symposium on-site materials
- Sponsor ribbons on designated badges
- Event specific signage and throughout symposium
- Sponsor logo on tent signs at each breakfast table or event signage throughout lunch area

Investment: \$6,000 each or \$10,000 for title sponsor.

### BREAK AREA SPONSOR (available to 4 sponsors)

Benefits per break include:

- Sponsor ribbons on designated badges
- Event specific signage and throughout symposium
- Logo in the symposium on-site materials
- Light refreshments for symposium attendees during breaks (to include coffee, tea, sodas and/or water)

Investment: \$3,000 per break or \$9,000 for title sponsor.

### EXECUTIVE PADFOLIO SPONSORSHIP (limited to 1 sponsor)

The Executive Padfolio is very popular and will be handed out at the attendee registration desk. These leather padfolios are equipped with a calculator, pen and notepad and carried throughout the entire event. They are great for advertising both during and after the event.

Benefits Include:

- Sponsor ribbons on designated badges
- Event specific signage and throughout symposium
- Company logo on front of padfolio

Investment: \$7,000

### INTERNET CAFÉ (limited to 1 sponsor)

The Internet Café will be located next to registration and that allows all attendees to stay connected while attending the Symposium. Attendees can use the Internet Cafe to check their e-mail and search the Internet. Brand your name with maximum exposure at this high traffic area.

Benefits Include:

- Sponsor ribbons on designated badges
- Event specific signage and throughout symposium
- Screen saver with your company logo
- Company website as homepage

Investment: \$5,000

### LANYARDS SPONSOR (limited to 1 sponsor)

Brand your company logo on these premium woven lanyard cords that will be handed out to attendees as they register.

Investment: SOLD to Parsons

### LITERATURE INSERT SPONSORS (available to 10 co-sponsors)

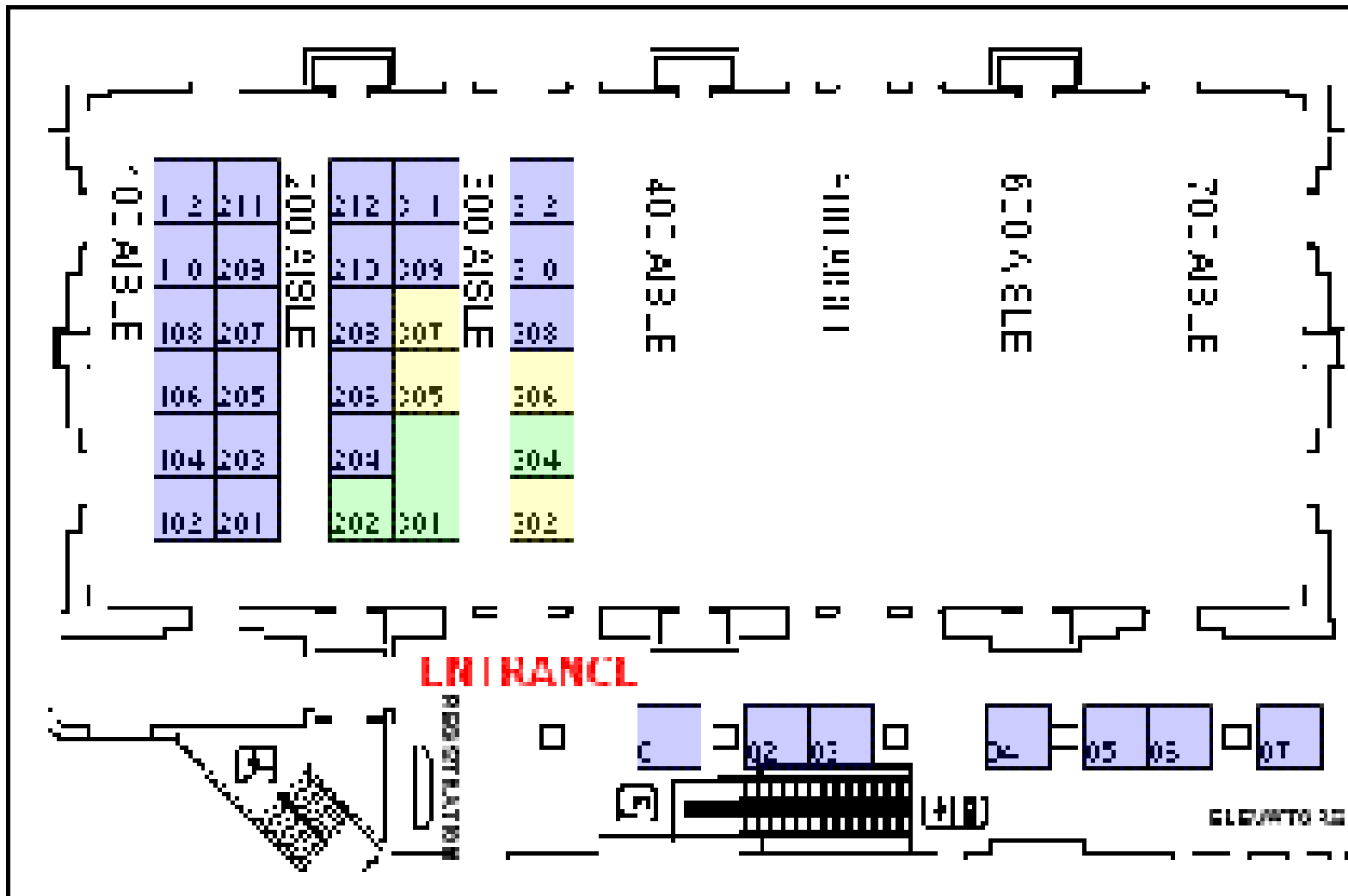
One page flyer inserted into all attendee padfolios is a great way to promote a new product or service. Company provides the promotional flyer materials. Pre-approval is required.

Investment: \$1,500

To reserve your sponsorship contact NDIA, Laura Hoover, Sponsorship Manager at NDIA (804) 437-3773 or email: lhoover@ndia.org or Alden Davidson, Exhibits and Sponsorships Manager, at (703)247-2582 or email: adavidson@ndia.org



## EXHIBIT FLOORPLAN



### RESERVE BOOTH SPACE

To view, schedule and reserve booth space in real time, please visit [www.ndia.org/exhibits/8490](http://www.ndia.org/exhibits/8490).

### QUESTIONS?

Please contact Dennis Tharp, Exhibits Manager, with all exhibitor inquiries at (703) 247-2584 or [dtharp@ndia.org](mailto:dtharp@ndia.org).

### PLEASE NOTE

No Photography is allowed in the exhibit hall. Cameras and cell phones will be confiscated by security if they are used to photograph any exhibit without prior consent from NDIA management.

No one under the age of 18 will be permitted in the exhibit hall.



## EXHIBIT SCHEDULE\*

\*Schedule is subject to change. Please check website periodically for changes/updates.

### MOVE IN

Monday, September 8, 2008

12:00pm – 5:00pm

### SHOW HOURS\*

Tuesday, September 9, 2008

10:00am - 6:30pm (Lunch, Afternoon Break and Reception in the Exhibit Hall)

Wednesday, September 10, 2008

10:30am - 1:00pm (Morning and Afternoon Breaks in the Exhibit Hall)

### MOVE OUT

Wednesday, September 10, 2008

1:30pm - 7:00pm (move-out can not begin until 1:30pm)

### VEO HOURS

Wednesday, September 10, 2008

TBD - 1:00pm (lunch not included)

Note: Each exhibiting company will be emailed a complimentary pass to send to their customers.

## EXHIBIT INFORMATION

- ▷ Booths are sold in 10x10 sq. ft. increments
- ▷ NDIA does not charge for corner or island fees
- ▷ No “end cap” booths are permitted - an ‘end cap’ is defined as a booth exposed to aisles on three sides and consisting of two booths
- ▷ Booth furnishings are not included and floor covering is required unless the hall is carpeted

## EXHIBIT RATE

### INCLUDES

- ▷ Networking social functions in the exhibit hall
- ▷ All scheduled meal events including lunches, breakfasts, etc.
- ▷ Two complimentary symposium registrations for exhibit personnel
- ▷ Company profile online and printed in onsite materials
- ▷ 24 hour security
- ▷ Fabric back and side walls and 7” x 44” ID sign

## COST TO EXHIBIT

NDIA Corporate Members\*:  
\$24.00/sq.ft.

Non-Members: \$29.00/sq.ft.

*\*Rate applies to bona-fide government organizations*

## MEMBERSHIP DISCOUNT

To qualify for the Corporate member discount rate on booths, your company needs to be a NDIA Corporate Member\* first. For more information contact Jane Casey at (703)247-2564.

## EXHIBIT PERSONNEL REGISTRATION

Each exhibiting organization will be entitled to two complimentary registrations for their exhibitors. All additional exhibitors must register at regular attendee rates.



## REGISTRATION INFORMATION

|  | EARLY<br>(ON/BEFORE 7/11) | REGULAR<br>(7/12-8/15) | LATE<br>(ON/AFTER 8/16) |
|--|---------------------------|------------------------|-------------------------|
| GOVERNMENT/<br>ACADEMIA  | \$515                     | \$565                  | \$665                   |
| INDUSTRY NDIA<br>MEMBER AND AFFILIATES<br>(AFEI, NTSA, PSA, WID) | \$615                     | \$665                  | \$765                   |
| INDUSTRY<br>NON-NDIA MEMBER                                      | \$665                     | \$715                  | \$815                   |

### 3 WAYS TO REGISTER:

#### ONLINE

Please go to the following link  
[www.ndia.org/meetings/8490](http://www.ndia.org/meetings/8490) to register online.

#### FAX

Register via fax by completing the registration form and faxing it to (703) 522-1885. Please do not fax any registrations after September 6, 2008. After this date, please bring your registration form with you to the symposium to register on-site or register online.

#### MAIL

Registration forms may be mailed to: NDIA, Event #8490 2111 Wilson Blvd., Suite 400, Arlington, VA 22201. Please do not mail any registrations after September 6, 2008. After this date, please bring your registration form with you to register on-site or register online.

Registrations will not be taken over the phone. Payment must be made at the time of registration.

### CANCELLATION POLICY

Cancellations between 07/12/08- 08/15/08 receive a refund minus a \$150 cancellation fee. No refunds for cancellations received on/after 08/16/08. Cancellations must be made in writing. Substitutions welcome in lieu of cancellations. Please e-mail your cancellations or substitutions to Claudia Diaz at [cdiaz@ndia.org](mailto:cdiaz@ndia.org).

\*Note: Cancellation policy does not apply to exhibit space.

### ATTENDANCE ROSTER

An attendance roster will be distributed at the Conference. Your registration form and payment must be received by September 1, 2008 to be included in the roster. An updated roster will NOT be printed after the Conference.

### FOREIGN PAYMENT

NDIA does not accept purchase orders from foreign governments or industry and will not invoice them for payment. Fees must be paid by a credit card or check drawn from U.S. Banks in U.S. dollars or bank transfers.



## EVENT #8490 ► NDIA REGISTRATION FORM

NATIONAL DEFENSE INDUSTRIAL ASSOCIATION ► 2111 WILSON BOULEVARD, SUITE 400 ► ARLINGTON, VA 22201-3061  
(703) 522-1820 ► (703) 522-1885 FAX ► WWW.NDIA.ORG

### 2008 HOMELAND SECURITY SYMPOSIUM AND EXHIBITION ARLINGTON, VA ► SEPTEMBER 9-10, 2008

## 3 WAYS TO SIGN UP:

1. Online with a credit card at [www.ndia.org](http://www.ndia.org)
2. By fax with a credit card - Fax: (703) 522-1885
3. By mail with a check or credit card

► Address  
Change Needed

NDIA Master ID/Membership # \_\_\_\_\_ Social Security # \_\_\_\_\_  
(If known - hint: on mailing label above your name) (Last 4 digits - optional)

Prefix (e.g. RADM, COL, Mr., Ms., Dr., etc.) \_\_\_\_\_

Name: First \_\_\_\_\_ MI \_\_\_\_\_ Last \_\_\_\_\_

Military Affiliation \_\_\_\_\_ Nickname \_\_\_\_\_  
(e.g. USMC, USA (Ret.) etc.) (For meeting badges)

Title \_\_\_\_\_

Organization \_\_\_\_\_

Street Address \_\_\_\_\_

Address (Suite, PO Box, Mail Stop, Building, etc.) \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_ Country \_\_\_\_\_

Phone \_\_\_\_\_ Ext. \_\_\_\_\_ Fax \_\_\_\_\_

E-Mail \_\_\_\_\_

Signature\* \_\_\_\_\_ Date \_\_\_\_\_

#### PREFERRED WAY TO RECEIVE INFORMATION

Conference Information ☐ Address above ☐ Alternate (Print address below) ☐ E-mail  
Subscriptions ☐ Address above ☐ Alternate (Print address below)

Alternate Street Address \_\_\_\_\_

Alternate Address (Suite, PO Box, Mail Stop, Building, etc.) \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_ Country \_\_\_\_\_

\* By your signature above, you consent to receive communications sent by or on behalf of NDIA, its Chapters, Divisions and affiliates (NTSA, AFEI, PSA, WID) through regular mail, e-mail, telephone or fax. NDIA, its Chapters, Divisions and affiliates do not sell data to vendors or other companies.

#### CONFERENCE REGISTRATION FEES

Early Regular Late  
(On/Before 7/11) (7/12-8/22) (On/After 8/23)

Government / Academia<sup>1</sup> ☐\$515 ☐\$565 ☐\$665

Industry NDIA Member and  
Affiliates (AFEI, NTSA, PSA, WID) ☐\$615 ☐\$665 ☐\$765

Industry Non-NDIA Member<sup>2</sup> ☐\$665 ☐\$715 ☐\$815

Cancellations received on/before 7/11 will receive a full refund.  
Cancellations received between 7/12 and 8/22 will receive a refund  
minus a \$150 cancellation fee. No refunds will be given for cancellations  
received after 8/22. Cancellations must be made in writing. **Substitutions  
are welcome in lieu of cancellations.** \*Note: Does not include exhibit  
cancellations.

<sup>1</sup> Includes a free three-year NDIA membership and  
subscription to National Defense magazine for military  
and government employees.

☐ No, do not sign me up for the free government membership.

<sup>2</sup> Registration fees for non-NDIA (or affiliate) members  
include a one-year non-refundable NDIA membership  
—\$15.00 will be applied for your 12 month  
subscription to National Defense magazine.

#### PAYMENT OPTIONS

► Check (Payable to NDIA - Event #8490) ☐ Government PO/Training Form # \_\_\_\_\_

► VISA ☐ MasterCard ☐ American Express ☐ Diners Club ☐ Cash

If paying by credit card, you may return by fax to (703) 522-1885.

□□□□□□□□□□□□□□□□

Credit Card Number

□□/□□

Exp. Date

Signature \_\_\_\_\_ Date \_\_\_\_\_



BY COMPLETING THE FOLLOWING,  
YOU HELP US UNDERSTAND WHO IS  
ATTENDING OUR EVENTS.

#### PRIMARY OCCUPATIONAL CLASSIFICATION. Check ONE.

- Defense Business/Industry
- R&D/Laboratories
- Army
- Navy
- Air Force
- Marine Corps
- Coast Guard
- DOD/MOD Civilian
- Government Civilian  
(Non-DOD/MOD)
- Trade/Professional Assn.
- Educator/Academia
- Professional Services
- Non-Defense Business
- Other \_\_\_\_\_

#### CURRENT JOB/TITLE/POSITION.

Check ONE.

- Senior Executive
- Executive
- Manager
- Engineer/Scientist
- Professor/Instructor/Librarian
- Ambassador/Attaché
- Legislator/Legislative Aide
- General/Admiral
- Colonel/Navy Captain
- Lieutenant Colonel/Commander/  
Major/Lieutenant Commander
- Captain/Lieutenant/Ensign
- Enlisted Military
- Other \_\_\_\_\_

Year of birth \_\_\_\_\_  
(optional)

#### FOR QUESTIONS, PLEASE CONTACT:

CLAUDIA DIAZ,  
MEETING PLANNER

PHONE: (703) 247-2596

E-MAIL: [CDIAZ@NDIA.ORG](mailto:CDIAZ@NDIA.ORG)

#### MAIL REGISTRATION TO:

NDIA - EVENT #8490  
2111 WILSON BOULEVARD  
SUITE 400  
ARLINGTON, VA 22201

FAX TO: (703) 522-1885



2111 WILSON BOULEVARD  
SUITE 400  
ARLINGTON, VA 22201-3061  
(703) 522-1820  
(703) 522-1885 FAX  
WWW.NDIA.ORG

## **2008 HOMELAND SECURITY SYMPOSIUM AND EXHIBITION**







# Department of Homeland Security

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## Office of Small and Disadvantaged Business Utilization (OSDBU)

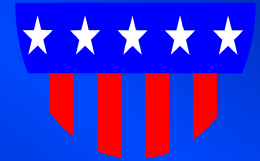


Homeland  
Security



# Department of Homeland Security Mission

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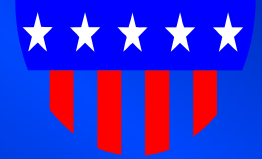


**“We will lead the unified national effort to secure America. We will prevent and deter terrorist attacks and protect against and respond to threats and hazards to the nation. We will ensure safe and secure borders, welcome lawful immigrants and visitors, and promote the free-flow of commerce.”**



# DHS Acquisition Regulation Small Business Policy

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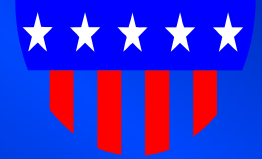


- ★ “DHS is committed to a unified team approach involving senior management, small business specialists, acquisition personnel and program staff to support both critical homeland security missions and meet public policy objectives concerning small business participation on departmental procurements.”



# Three Major Types of Business Opportunities at DHS

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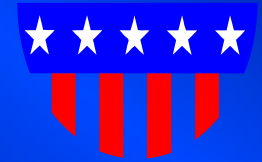


- ★ **Contracts and Subcontracts**
- ★ **Research and Development**
- ★ **Grants to State and Local Governments**



# 8 Major DHS Buying Activities

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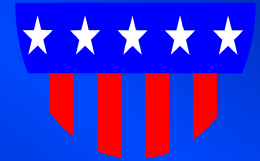


- ★ Customs & Border Protection
- ★ DHS Headquarters Office of Procurement Operations
- ★ Federal Emergency Management Agency
- ★ Federal Law Enforcement Training Center
- ★ Immigration & Customs Enforcement
- ★ Transportation Security Administration
- ★ U.S Coast Guard
- ★ U.S. Secret Service



# Customs and Border Protection (CBP)

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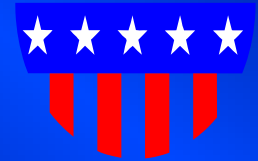


- ★ Protects America's borders against terrorists and other criminals, while facilitating trade and travel.
- ★ Oversees 2,000 miles of border with Mexico, 5,000 miles of border with Canada, 317 "ports of entry" (official crossing points) and 136 Border Patrol stations with 33 interior checkpoints.



# HQ Office of Procurement Operations

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**Provides a full range of acquisition support to 35 program offices within Homeland Security such as:**

**Science & Technology**

**Citizenship & Immigration Services**

**US-Visit**

**Center for Domestic Preparedness**

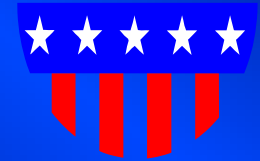
**CFO**

**CIO**



# HQ Office of Procurement Operations

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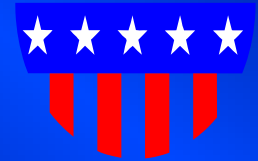
Provides a full range of acquisition support to 35 program offices within DHS such as:

- ★ Office of the Secretary (USM, CPO, CIO, CFO, ITAC)
- ★ National Protection & Programs Directorate
- ★ US VISIT Program Office
- ★ Domestic Nuclear Detection Office
- ★ Science & Technology (HSARPA)
- ★ Citizenship & Immigration Services
- ★ Center for Domestic Preparedness



# Federal Emergency Management Agency (FEMA)

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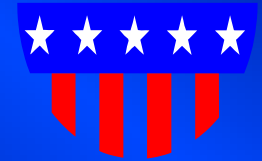


- ★ **Manages Federal response and recovery efforts following any national disaster**
- ★ **Provides disaster assistance in the form of housing and financial assistance caused by disaster**
- ★ **Manages the National Flood Insurance Program**
- ★ **Manages the Grants and Assistance programs**
- ★ **Coordinates 4,000 standby disaster assistance employees available for deployment after disasters**



# Federal Law Enforcement Training Center (FLETC)

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- ★ Provides training that enables federal, state and local law enforcement partners to accomplish their missions (training is provided by in-house trainers)
- ★ Provides mission-responsive infrastructure



# Immigration and Customs Enforcement (ICE)

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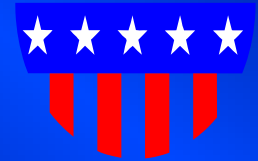


- ★ Investigates issues such as human smuggling, export enforcement, contraband smuggling, and financial and immigration crimes
- ★ Ensures the departure from the U.S. of all removable aliens
- ★ Collects and analyzes intelligence data for use by ICE and DHS
- ★ Reduces threats posed against the more than 8,800 federal facilities nationwide (FPS)



# Transportation Security Administration

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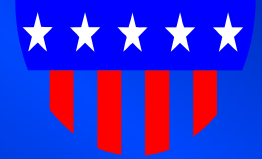


- ★ Protects the nation's transportation systems
- ★ Screens all airline passengers
- ★ Deploys Federal air marshals to detect, defeat, and deter hostile acts targeting all transportation modes
- ★ Screens 100% of 1 billion pieces of luggage checked annually
- ★ Detects and deters the use of explosive devices in transportation systems



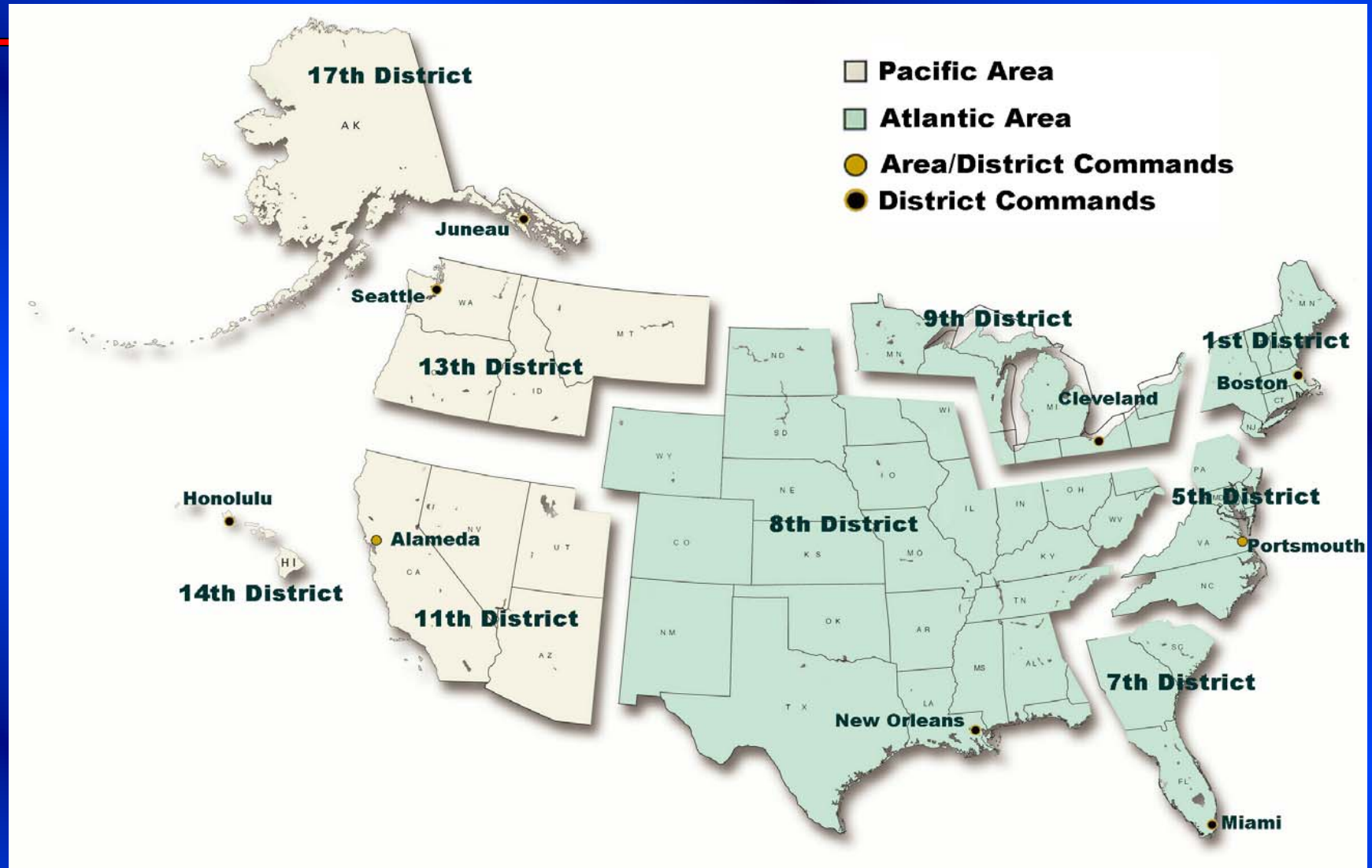
# **U.S. Coast Guard (USCG)**

---



- ★ **Protects ports, waterways, & flow of commerce from terrorism**
- ★ **Provides maritime border security against illegal drugs, illegal aliens, firearms and WMD**
- ★ **Provides protection of natural resources**
- ★ **Provides maritime safety, including search & rescue efforts, commercial and recreational boating safety**

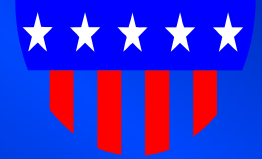






# U. S. Secret Service

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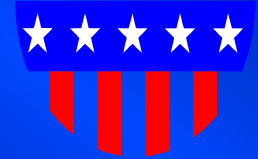


- ★ Protects the President, Vice President, visiting heads of state, and other government leaders
- ★ Protects U.S. currency from counterfeiters and safeguards Americans from financial crimes
- ★ Plans, coordinates, and implements security for designated national special security events (NSSE)
- ★ Emphasizes prevention through protective intelligence and threat assessment



# Role of the OSDBU

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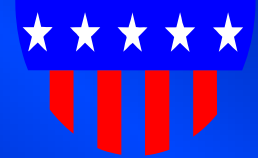


- ★ The OSDBU serves as the focal point for small business acquisition matters, and works closely with all DHS organizations to implement the program.
- ★ The OSDBU strives to create an environment in which small businesses have a meaningful opportunity to obtain DHS prime and subcontracts.
- ★ OSDBU and small business procurement information: please visit [www.dhs.gov/openforbusiness](http://www.dhs.gov/openforbusiness)



# Role of the OSDBU

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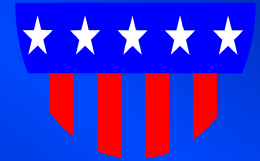
## Major Activities

- ★ Annual Forecast of Contract Opportunities (includes a point of contact for each project)
- ★ Listing of DHS large business prime contractors with small business prime contracting opportunities
- ★ Links to DHS acquisition offices, small business specialists, and FedBizOpps
- ★ Outreach Programs
- ★ DHS Mentor-Protégé Program



# Small Business Considerations

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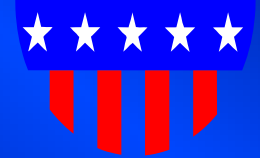


- ★ 8(a)
- ★ HUBZone
- ★ Service Disabled Veteran Owned Small Business
- ★ Traditional Small Business Set-Asides
- ★ Small Business Teams or Joint Ventures
- ★ Full and Open Competition –  
Subcontracting and DHS Mentor-Protégé Program



# DHS Mentor-Protégé Program

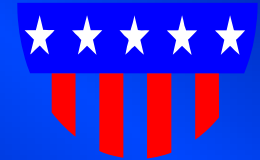
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- ★ **Mentor-protégé program features three incentives: pre-award, post-award, and annual recognition**
- ★ **Mentor-Protégé Program is open to all small businesses**
- ★ **Details and application format available on the DHS small business website**



# Small Business Prime Contracting Preliminary Accomplishments Fiscal Year 2007

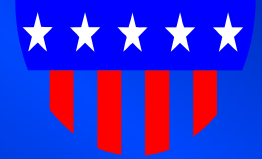


| Category  | Goal (%) | Accomplishment<br>(\$) | Accomplishment<br>(%) |
|---|----------|------------------------|-----------------------|
| Total Procurement Dollars                                     | N/A      | \$11,157,000,000       | N/A                   |
| SB Prime Contracts  | 30.0%    | \$3,953,000,000        | 35.4%                 |
| 8(a) Contracts  | 4.0%     | \$648,500,000          | 5.8%                  |
| SDB Prime Contracts [other<br>than 8(a)]                      | 4.0%     | \$846,000,000          | 7.6%                  |
| SDB Prime Contracts<br>[overall; including 8(a)<br>contracts] | 8.0%     | \$1,500,000,000        | 13.4%                 |
| HUBZone SB Prime<br>Contracts                                 | 3.0%     | \$350,000,000          | 3.1%                  |
| SDVOSB Prime Contracts  | 3.0%     | \$152,000,000          | 1.4%                  |
| VOSB Prime Contracts  | N/A      | \$598,000,000          | N/A                   |
| WOSB Prime Contracts  | 5.0%     | \$893,000,000          | 8.0%                  |



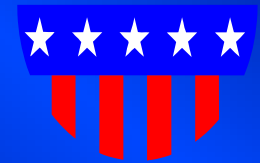
# Strategic Positioning

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- ★ Marketing tips from small businesses that have been successful in the federal marketplace:
  - Review all background information
  - Understand difference between use of pre-existing contract vehicles and open market buying – and position your firm accordingly
  - Participate in small business outreach/networking activities
  - Teaming



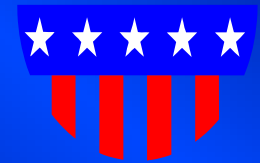


# Helpful Hints

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- ★ Register in CCR – make sure your small business profile is current and complete; especially the Performance History section ([www.ccr.gov](http://www.ccr.gov))
- ★ Receive electronic notifications from FedBizOpps ([www.fbo.gov](http://www.fbo.gov))
- ★ Looking for subcontracting opportunities – go to SBA's SubNet listing (<http://web.sba.gov/subnet>)
- ★ Look to local resources – SBA, PTACs, local Federal agencies (use the “blue” pages in the phone book to find them)





# Other DHS Programs

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- ★ Research and Development Opportunities (featuring Broad Agency Announcements from the DHS Science and Technology Division)
- ★ Small Business Innovation Research (SBIR) Program
- ★ DHS Grants to State and Local Governments (potentially resulting in a state or local government procurement opportunity)
- ★ For more information on DHS programs of interest to the business community, please visit [www.dhs.gov/openforbusiness](http://www.dhs.gov/openforbusiness)





# Homeland Security



# Opportunities for the Private Sector



**Thomas A. Cellucci, Ph.D., MBA**

Chief Commercialization Officer

Department of Homeland Security

Science and Technology

Email: [Thomas.Cellucci@dhs.gov](mailto:Thomas.Cellucci@dhs.gov)



# Discussion Guide

- Overview of Department of Homeland Security
- Commercialization initiatives at DHS
- Capstone Integrated Product Teams (IPTs)
- Market Potential is Catalyst for Rapid New Product Development
- Getting on the Same Page
- SECURE Program
- Safety Act Protection
- Tech Clearing House
- SBIR Opportunities
- Getting Involved
- Summary



Homeland  
Security



# Homeland Security Mission



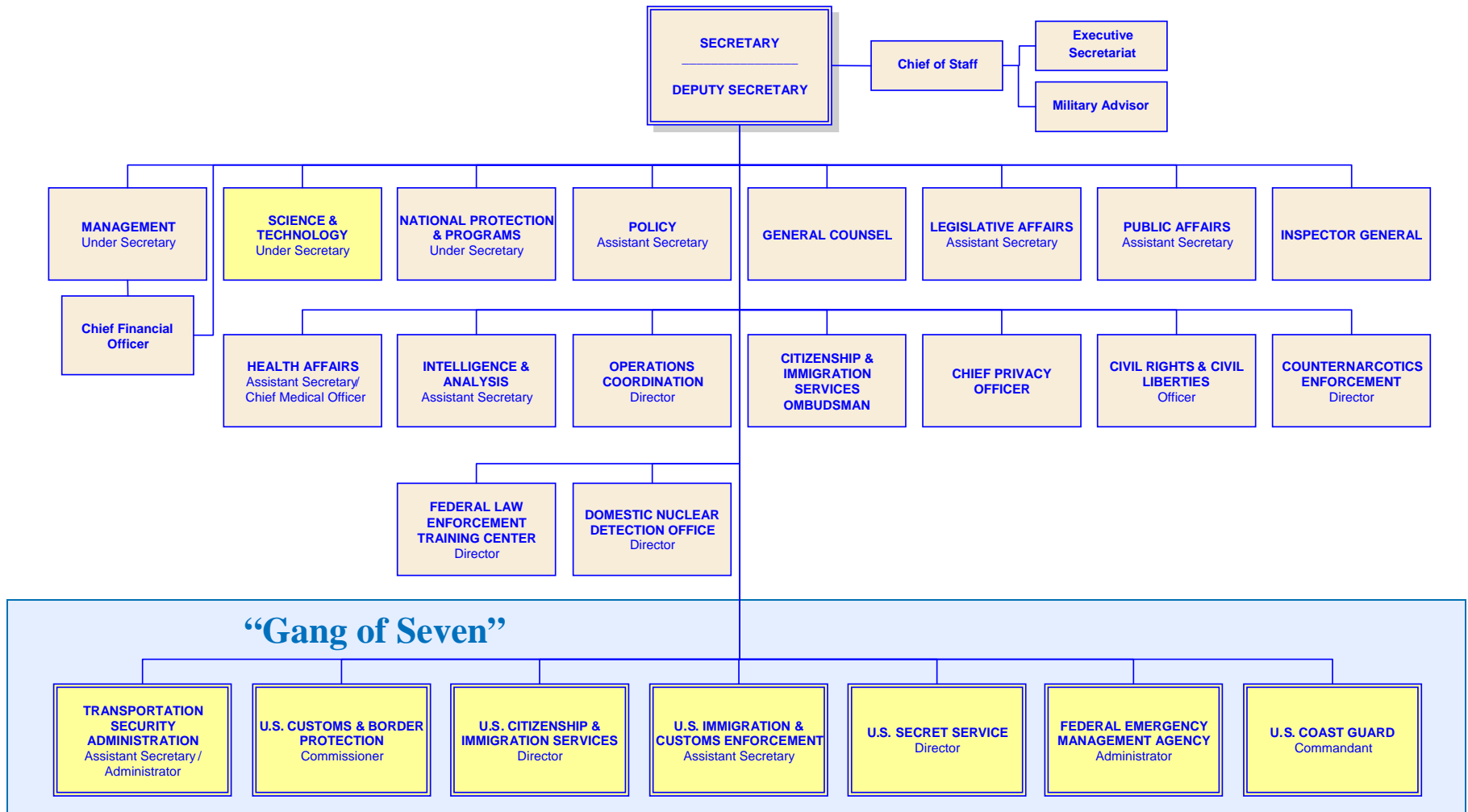
- Lead Unified National Effort to Secure America
- Prevent Terrorist Attacks Within the U.S.
- Respond to Threats and Hazards to the Nation
- Ensure Safe and Secure Borders
- Welcome Lawful Immigrants and Visitors
- Promote Free Flow of Commerce



**Homeland  
Security**

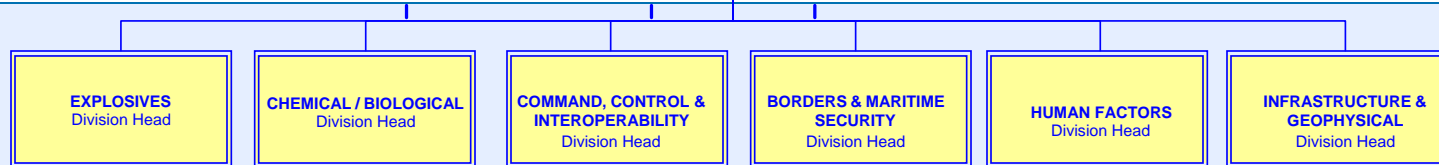
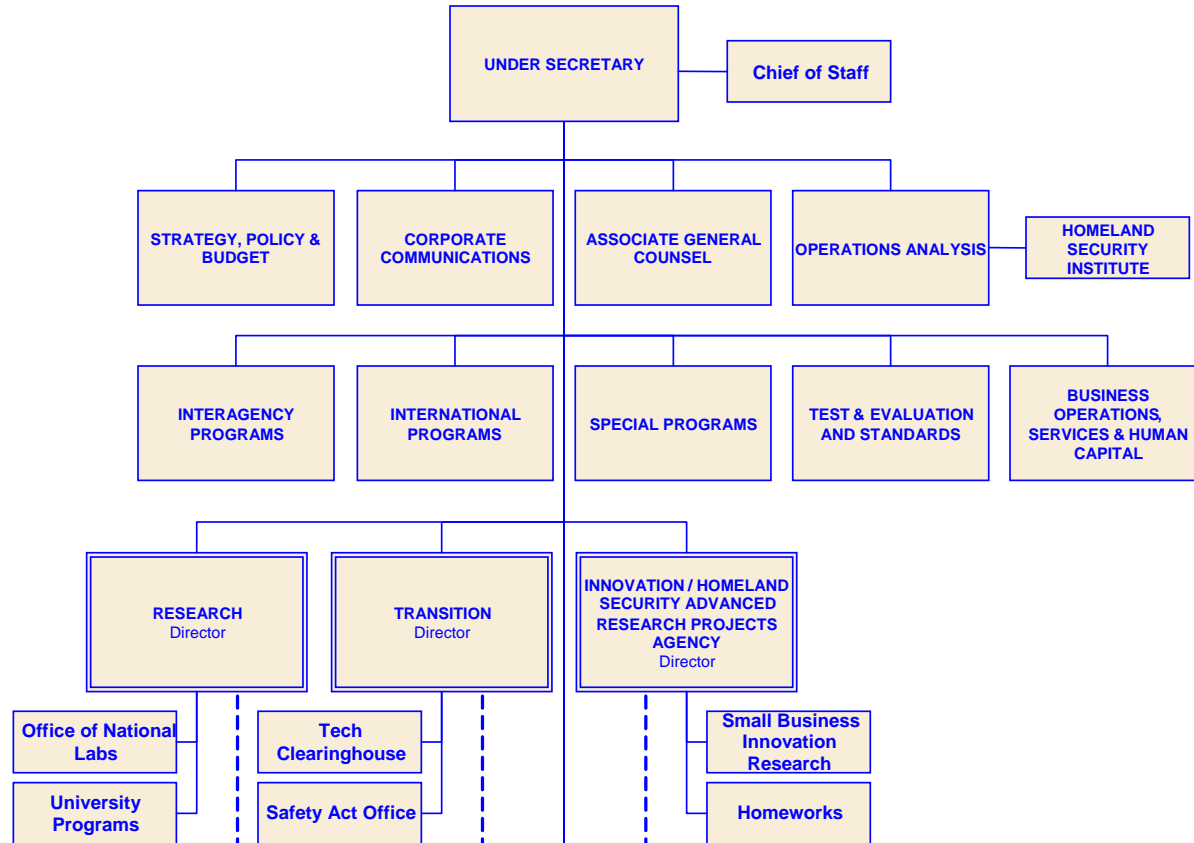


# U.S. Department of Homeland Security





# Office of the Under Secretary for Science and Technology



**Divisions Drive S&T Interactions with Customers**



# S&T Goals

## Consistent with the Homeland Security Act of 2002

- **Accelerate the delivery of enhanced technological capabilities** to meet the requirements and fill capability gaps to support DHS agencies in accomplishing their mission.
- Establish a lean and agile world-class S&T management team to deliver the technological advantage necessary to ensure DHS Agency mission success and prevent technological surprise.
- Provide leadership, research and educational opportunities and resources to develop the necessary intellectual basis to enable a national S&T workforce to secure the homeland.



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# DHS S&T Investment Portfolio

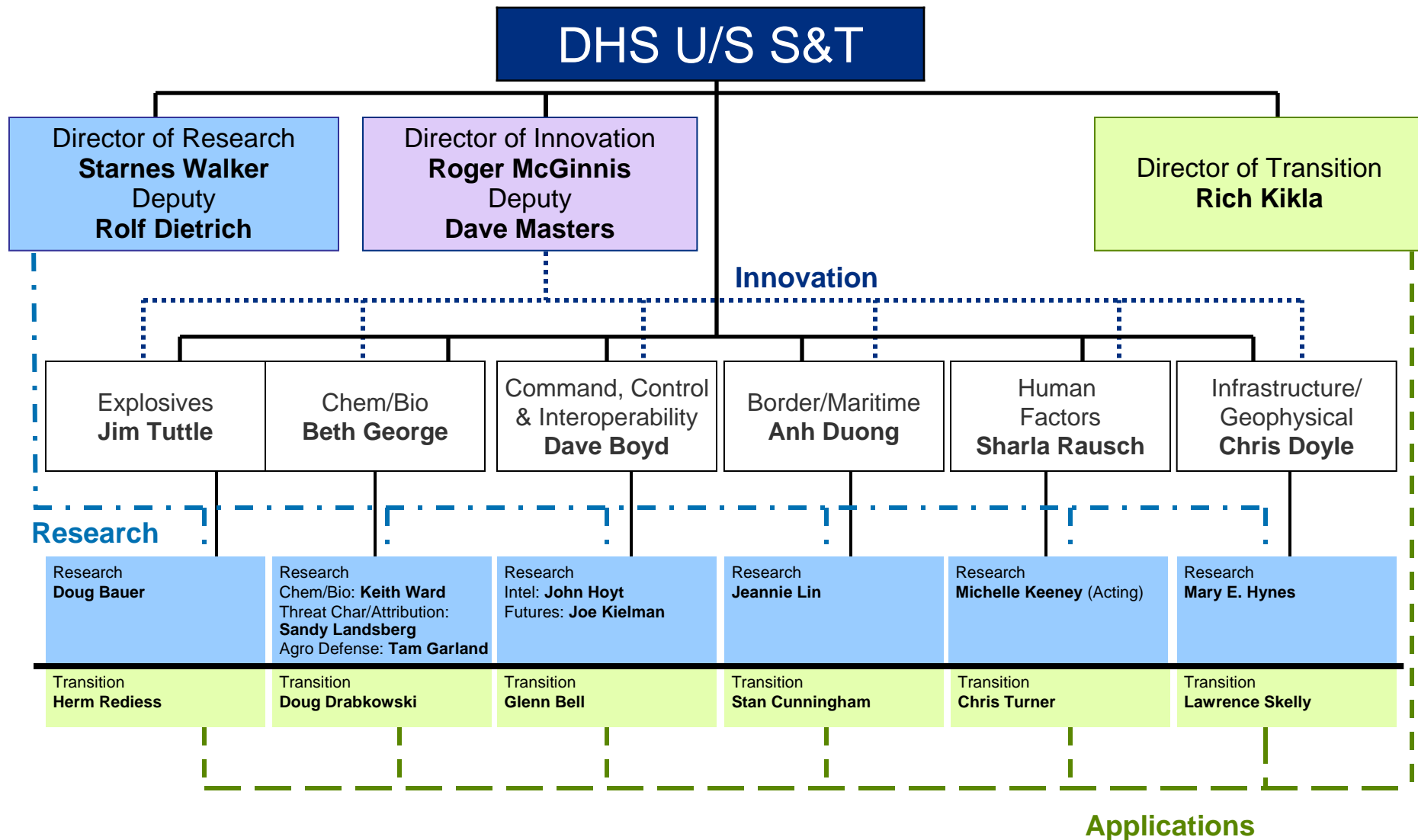
## Balance of Risk, Cost, Impact, and Time to Delivery

|   |   |
|---|---|
| <b>Product Transition (0-3 yrs)</b> <ul style="list-style-type: none"><li>• Focused on delivering near-term products/enhancements to acquisition</li><li>• Customer IPT controlled</li><li>• Cost, schedule, capability metrics</li></ul> | <b>Innovative Capabilities (1-5 yrs)</b> <ul style="list-style-type: none"><li>• High-risk/High payoff</li><li>• “Game changer/Leap ahead”</li><li>• Prototype, Test and Deploy</li><li>• HSARPA</li></ul>  |
| <b>Basic Research (&gt;8 yrs)</b> <ul style="list-style-type: none"><li>• Enables future paradigm changes</li><li>• University fundamental research</li><li>• Gov’t lab discovery and invention</li></ul>                                 | <b>Other (0-8+ yrs)</b> <ul style="list-style-type: none"><li>• Test &amp; Evaluation and Standards</li><li>• Laboratory Operations &amp; Construction</li><li>• Required by Administration (HSPDs)</li><li>• Congressional direction/law</li></ul> |

**Customer Focused, Output Oriented**



# S&T Organization





# Three Step Approach:

## Keep it Simple and Make it Easy





# Two Models for Product Realization

## Big-A Acquisition

1. Requirements derived by Government
2. RFP and then cost-plus contract(s) with developer(s) (which incentivizes long intervals)
3. Focus on technical performance
4. Production price is secondary (often ignored)
5. Product price is cost-plus
6. Product reaches users via Government deployment

**Performance is King**

**Relationship between end users and product developer is usually remote**



**Is there a  
“Middle Ground”**

## Pure Commercialization

1. Requirements derived by Private Sector
2. Product development funded by the developer (which incentivizes short intervals)
3. Technical performance secondary (often reduced in favor of price)
4. Focus on price point
5. Product price is market-based
6. Product reaches users via marketing and sales channels

**Performance/Price is King**

**Relationship between end users and product developer is crucial**



# A new model for Commercialization...

1. Development of Operational Requirements Document (ORD)
2. Assess addressable market(s)
3. Publish ORD and market assessment on public DHS web portal, soliciting interest from potential partners
4. Execute no-cost agreement (CRADA-like) with multiple Private Sector entities, transferring technology (if necessary)
5. Develop supporting grants and standards as necessary
6. Assess T&E after product is developed
7. New Commercial off the Shelf (COTS) product marketed by Private Sector with DHS support

## **Differences from the Acquisition model:**

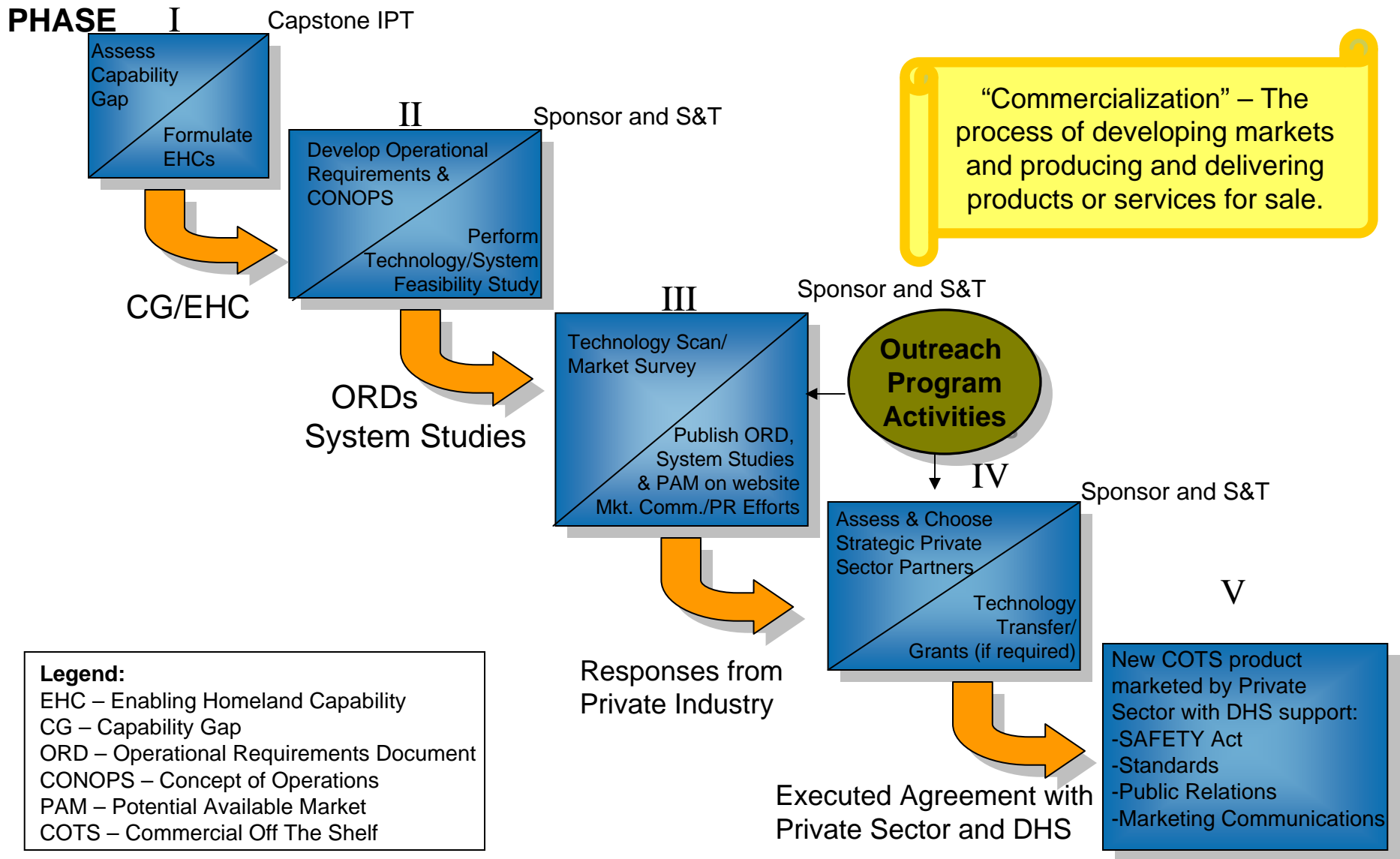
- **Primary criteria for partner selection is market penetration, agility, and performance/price ratio**
- **Product development is not funded by DHS**
- **Government involvement is limited to inherently governmental functions (e.g., Grants and Standards)**



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Security**



# Commercialization Process

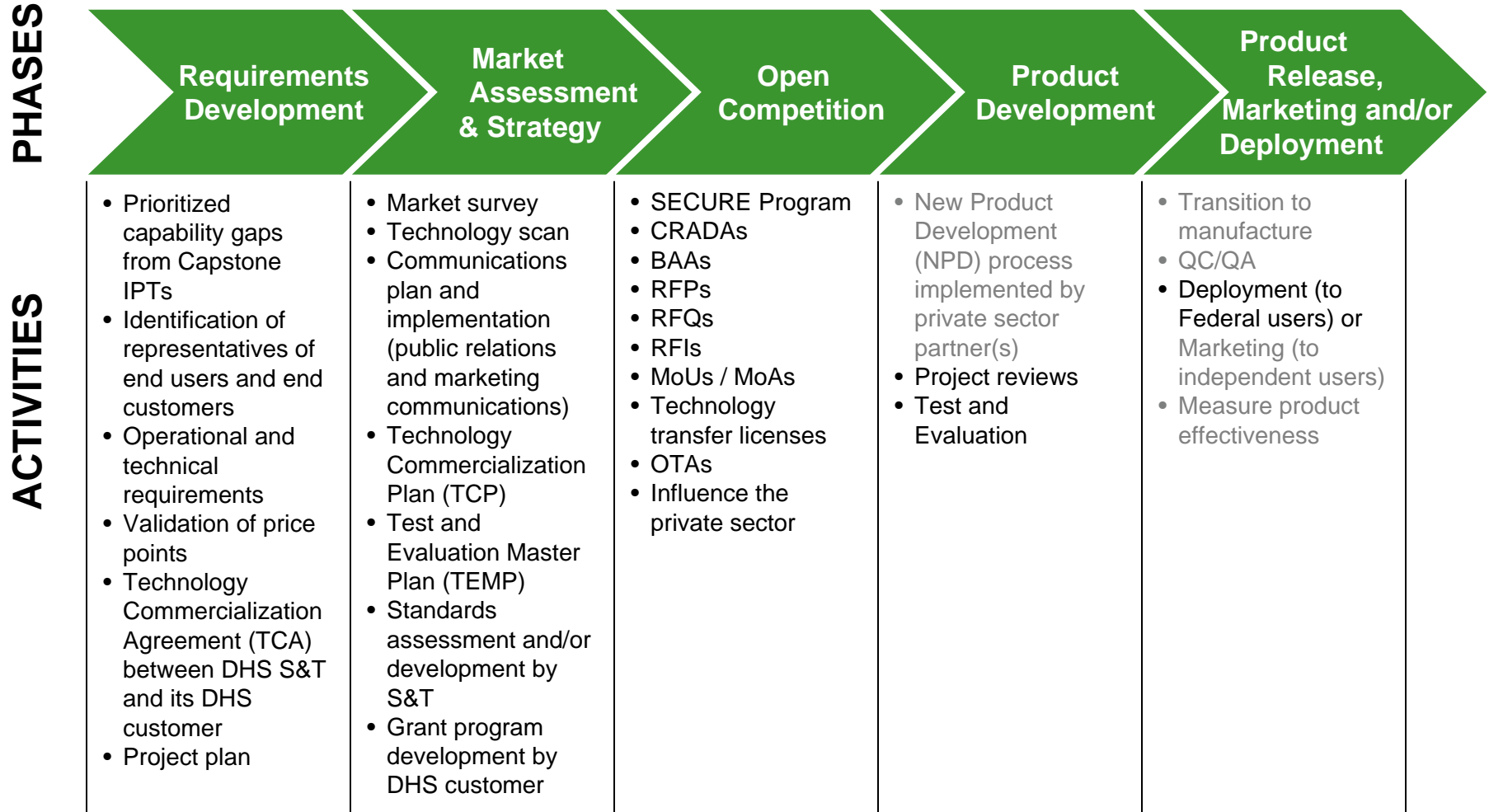


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# Private Sector Outreach Process

## Requirements Development through Product Release



Legend: Black text = Government activities  
 Grey text = Private-sector activities



# Contact with the Private Sector

Initial Contact  
with Private  
Sector\*

Private Sector  
requests  
more information

“Full Response  
Package” sent  
to requestors,  
usually within  
same day

Company  
Overview and  
Marketing  
Materials  
Received and  
Communicated  
through S&T

Invited Speeches/Presentations  
Congressional Referrals  
Conference Attendance  
Seminar Hosting  
Published Articles  
Word of Mouth  
DHS Website

\*Private Sector includes Venture Capitalist  
and Angel Investor Communities

- “Opportunities for the Private Sector”
- *Developing Operational Requirements*
  - “High Priority Technology Needs”
    - SECURE Program CONOPS
    - Example Company Overview Document
- Operational Requirements Document Template



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# *10 Reasons to Partner with DHS Science & Technology*

## **Reasons Color Legend:**

**Economics-based**

**Public Relations-based**

**Business Development-based**

**Strategic Marketing-based**

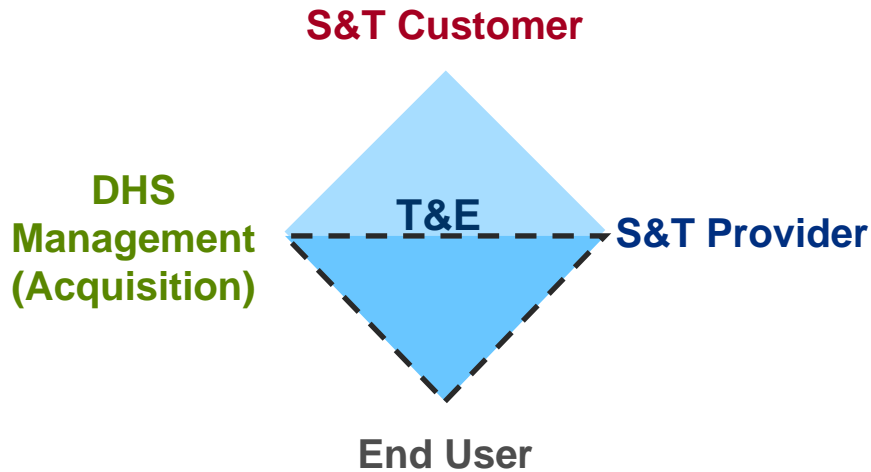
**Technical Resources-based**

1. Access to Sizeable DHS Market and Ancillary Markets
2. Leverage the Financial Strength/Stability of DHS and off-set R&D costs through participation in mutually beneficial cost-sharing Programs
3. Utilize the SAFETY Act to gain liability protection and access DHS' array of PR and Market Communications services
4. Effectively reach the First Responders Market through FEMA-sponsored grant programs, the AEL (Approved Equipment List), other sponsored equipment lists and fast-track programs
5. Team with Science & Technology Personnel to leverage a vast Network of Laboratory Facilities for Technology and Product Development
6. Gain access to Test and Evaluation (T&E) Facilities for Product Development and actively participate in the generation of Standards, T&E methods and Regulations used at the tribal, local, state, and federal levels
7. Meet and establish Partnerships with others in the University, Business, and National Lab Communities
8. Potentially generate Licensing revenue and capture potential Derivative Product revenue
9. Leverage SBIRs, HITS and HIPS to gain experience with homeland security applications
10. Make a Real Difference by Developing Products to Defend the Homeland for Generations to come as well as gain recognition as a Corporate Citizen contributing to the Security of our Homeland

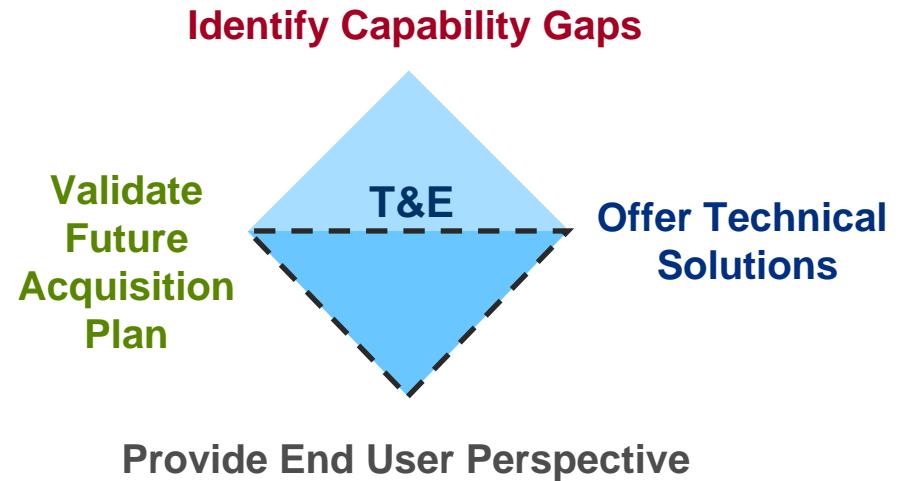


# S&T Transition Capstone IPTs

## Members and Function



- Industry Board of Directors Model
- Consensus-driven Process



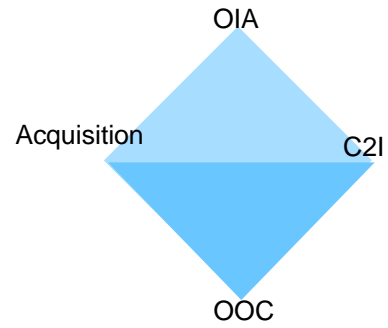
End Result :  
Prioritized Investments in S&T



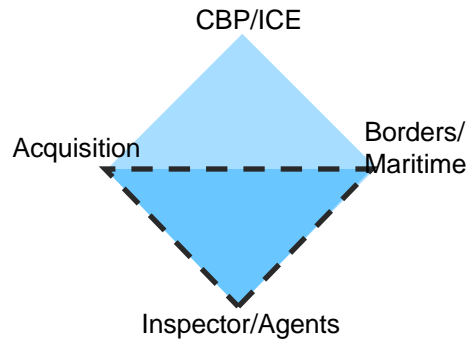
# DHS Requirements/Capability Capstone IPTs

## DHS S&T Product – “Enabling Homeland Capabilities” (EHCs)

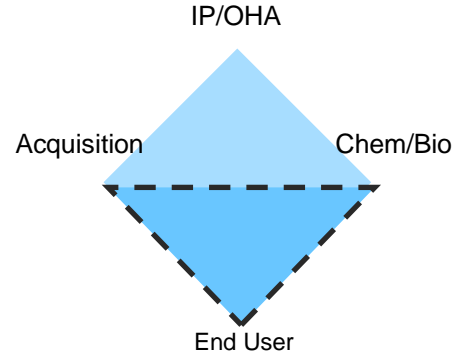
### Information Sharing/Mgmt



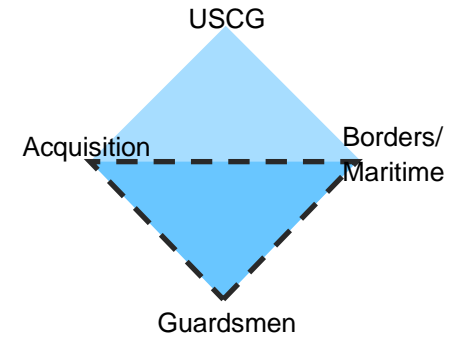
### Border Security



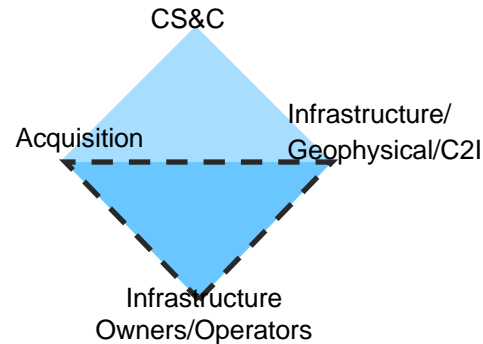
### Chem/Bio



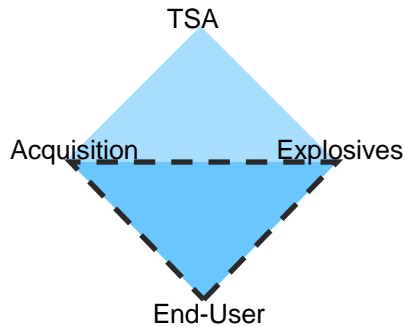
### Maritime Security



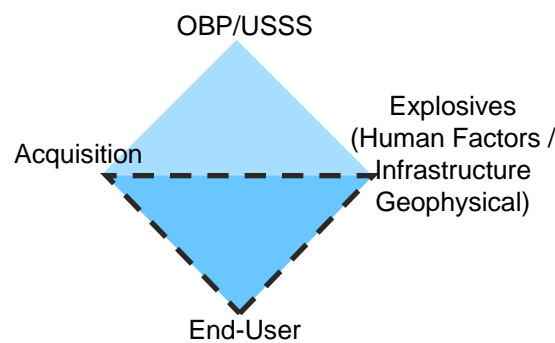
### Cyber Security



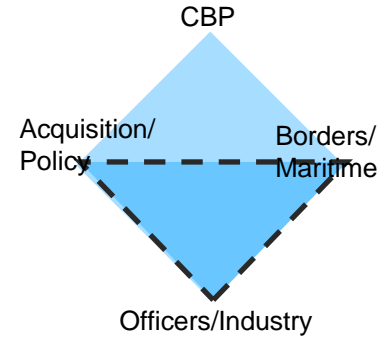
### Transportation Security



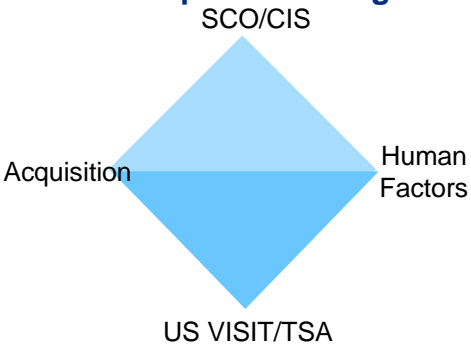
### Counter IED



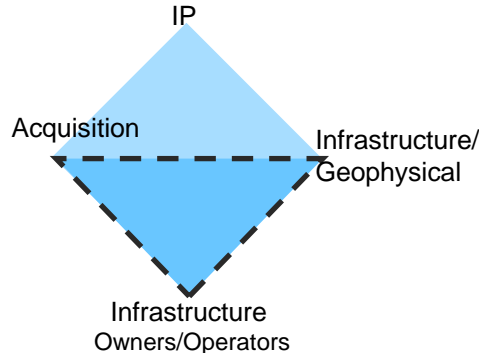
### Cargo Security



### People Screening

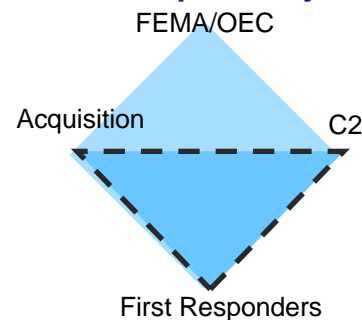


### Infrastructure Protection

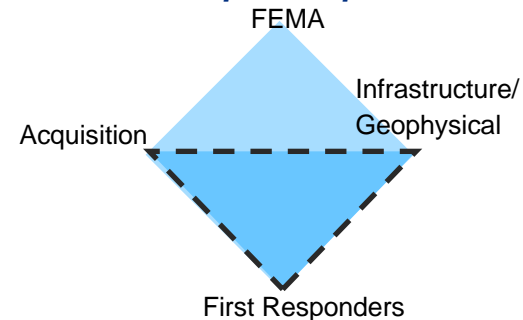


### Incident Management

#### *Interoperability*



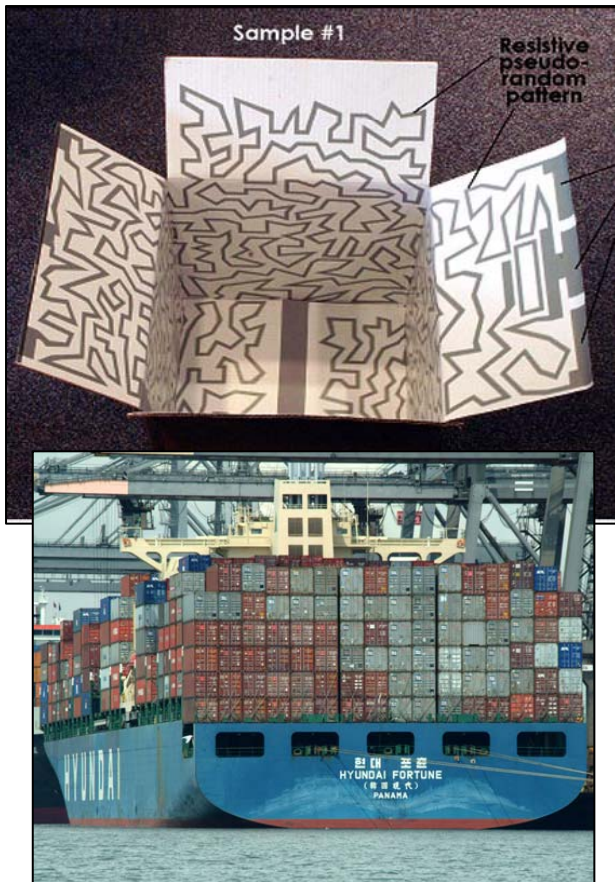
#### *Prep & Response*





# Cargo Security

## Representative Technology Needs

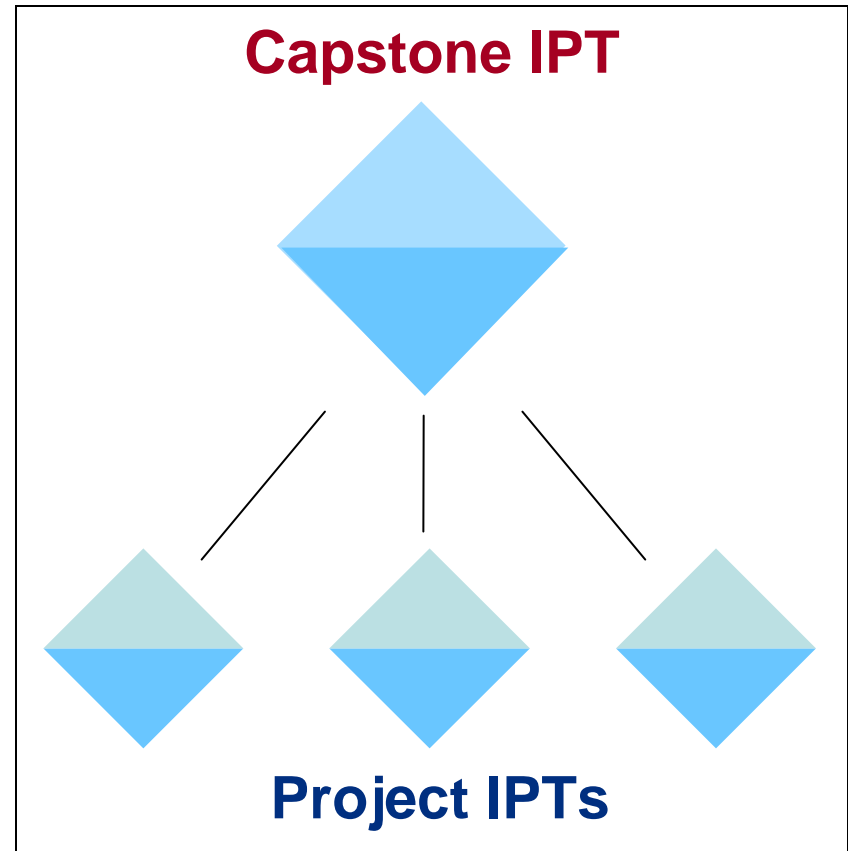


- Enhanced screening and examination by non-intrusive inspection
- Increased information fusion, anomaly detection, Automatic Target Recognition capability
- Detect and identify WMD materials and contraband
- Capability to screen 100% of air cargo
- Test the feasibility of seal security; detection of intrusion
- Track domestic high-threat cargo
- Harden air cargo conveyances and containers
- Positive ID of cargo and detection of intrusion or unauthorized access



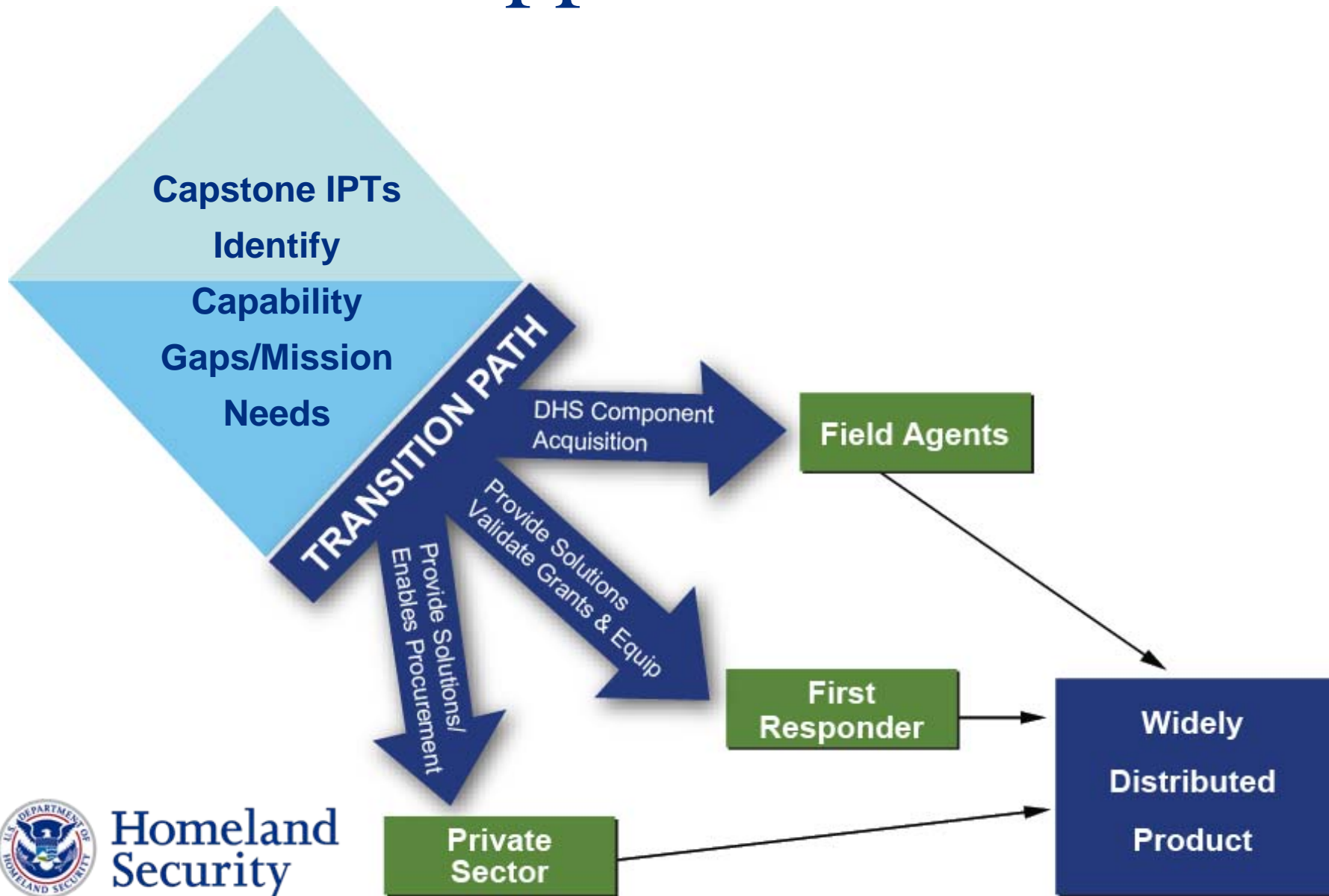
# Establishment of Project IPTs: Detailed Specifications/Requirements

- Members:
  - S&T Program Manager(s)
  - Operating Component's Program Manager(s)
  - End-User(s)
  - Supplier/Provider
- Meet at Least Monthly
- Report to Capstone IPT Quarterly



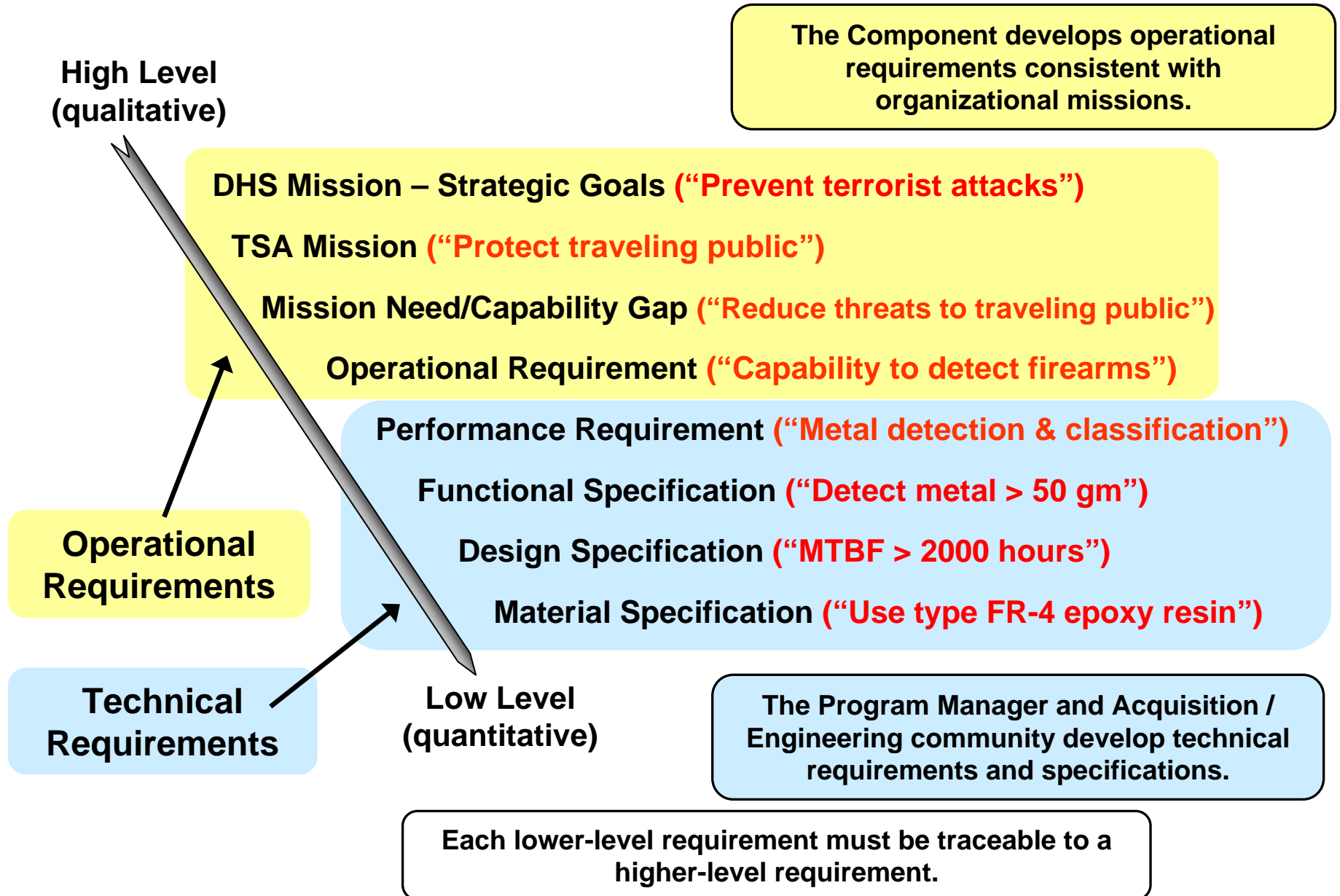


# Transition Approaches





# Requirements Hierarchy (TSA example)





# Does this look familiar?!



How the customer explained it



How the Project Leader understood it



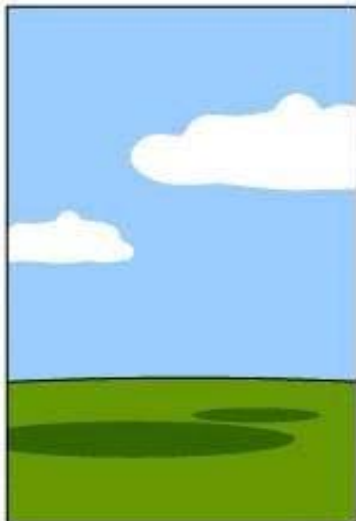
How the Analyst designed it



How the Programmer wrote it



How the Business Consultant described it



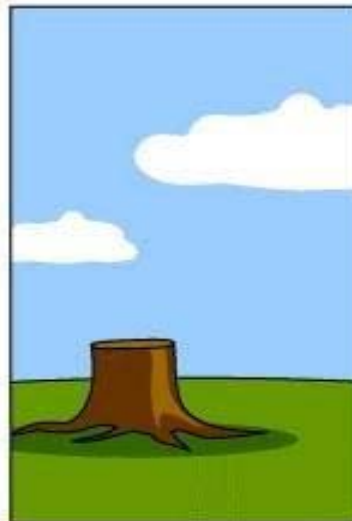
How the project was documented



What operations installed



How the customer was billed



How it was supported

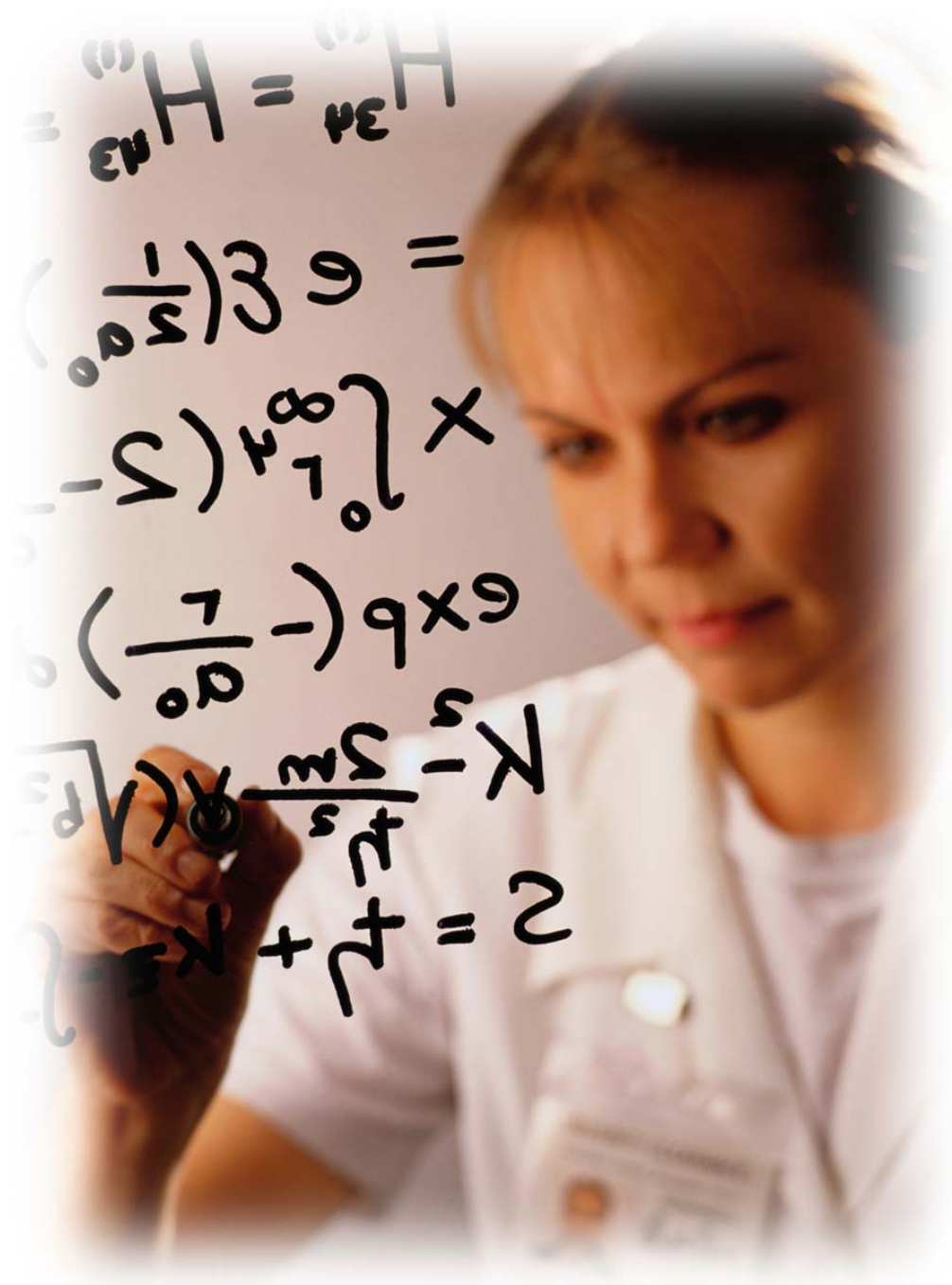


What the customer really needed



# Getting on the “Same Page”

- Historical Perspective
- Language is Key
- Communication is Paramount

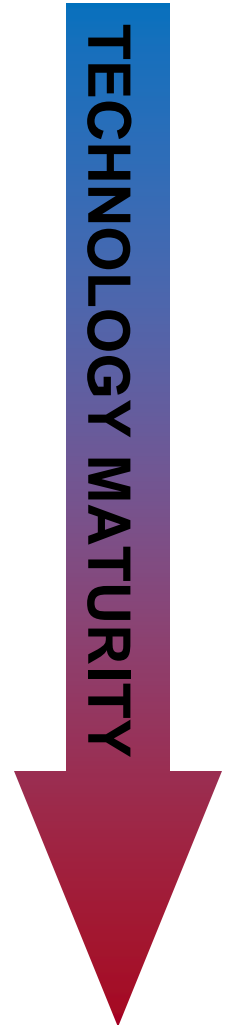




# Technology Readiness Levels (TRLs): Overview

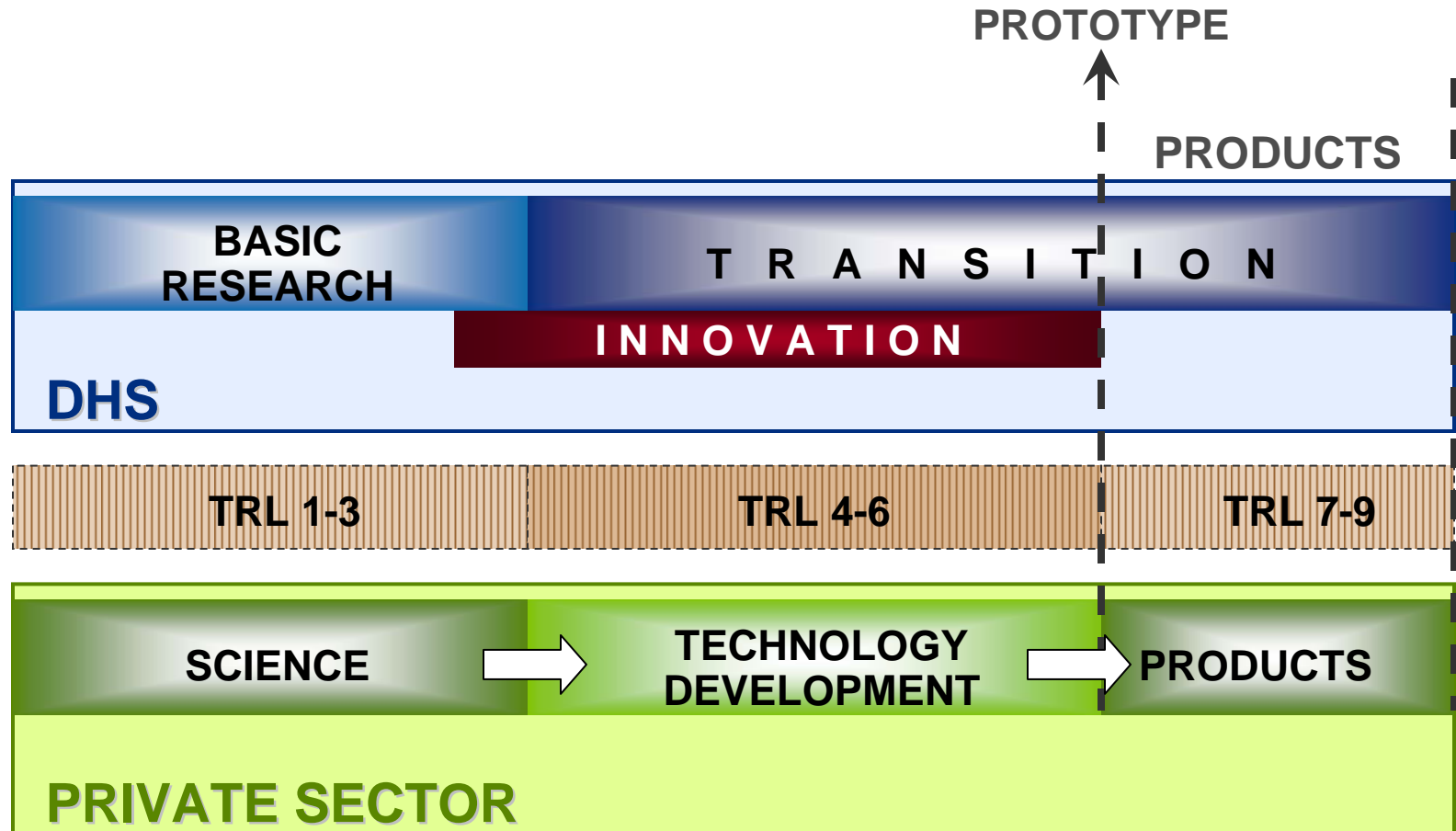
TRLs are NASA-generated and Used Extensively by DoD

|   |   |          |
|---|---|----------|
| Basic principles observed and reported  | 1 | Basic    |
| Technology concept and/or application formulated                              | 2 |          |
| Analytical and experimental critical function and/or characteristic           | 3 |          |
| Component and/or breadboard validation in laboratory environment              | 4 | Applied  |
| Component and/or breadboard validation in relevant environment                | 5 |          |
| System/subsystem model or prototype demonstration in a relevant environment   | 6 | Advanced |
| System prototype demonstration in a operational environment                   | 7 |          |
| Actual system completed and 'flight qualified' through test and demonstration | 8 |          |
| Actual system 'flight proven' through successful mission operations           | 9 |          |



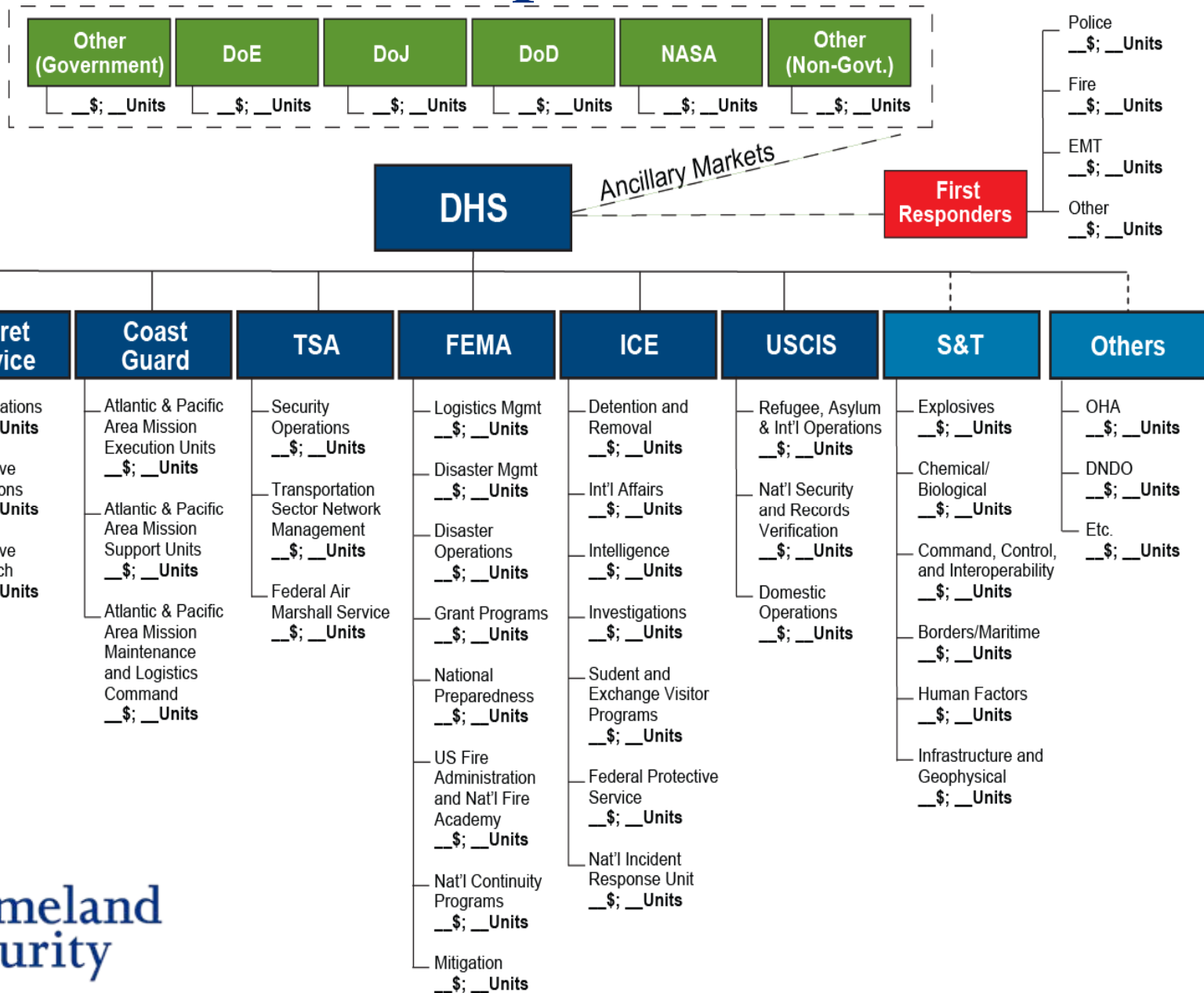


# TRL Correlation: DHS and Private Sector





# Market Potential Template



**Homeland  
Security**



# Conservative Estimate: Number of First Responders in the US

- Homeland Security Presidential Directive 8
- Steve Golubic (FEMA)

**Total: > 25.3 Million Individuals**



FIRE



POLICE



EMT



BOMB  
DISPOSAL

**Front Line > 2.3 Million**

**Support to Front Line > 23 Million**

Port Security

Public Health

Hospitals

Transportation

Emergency  
Management

Clinics

Venue Security

Public  
Works/Utility

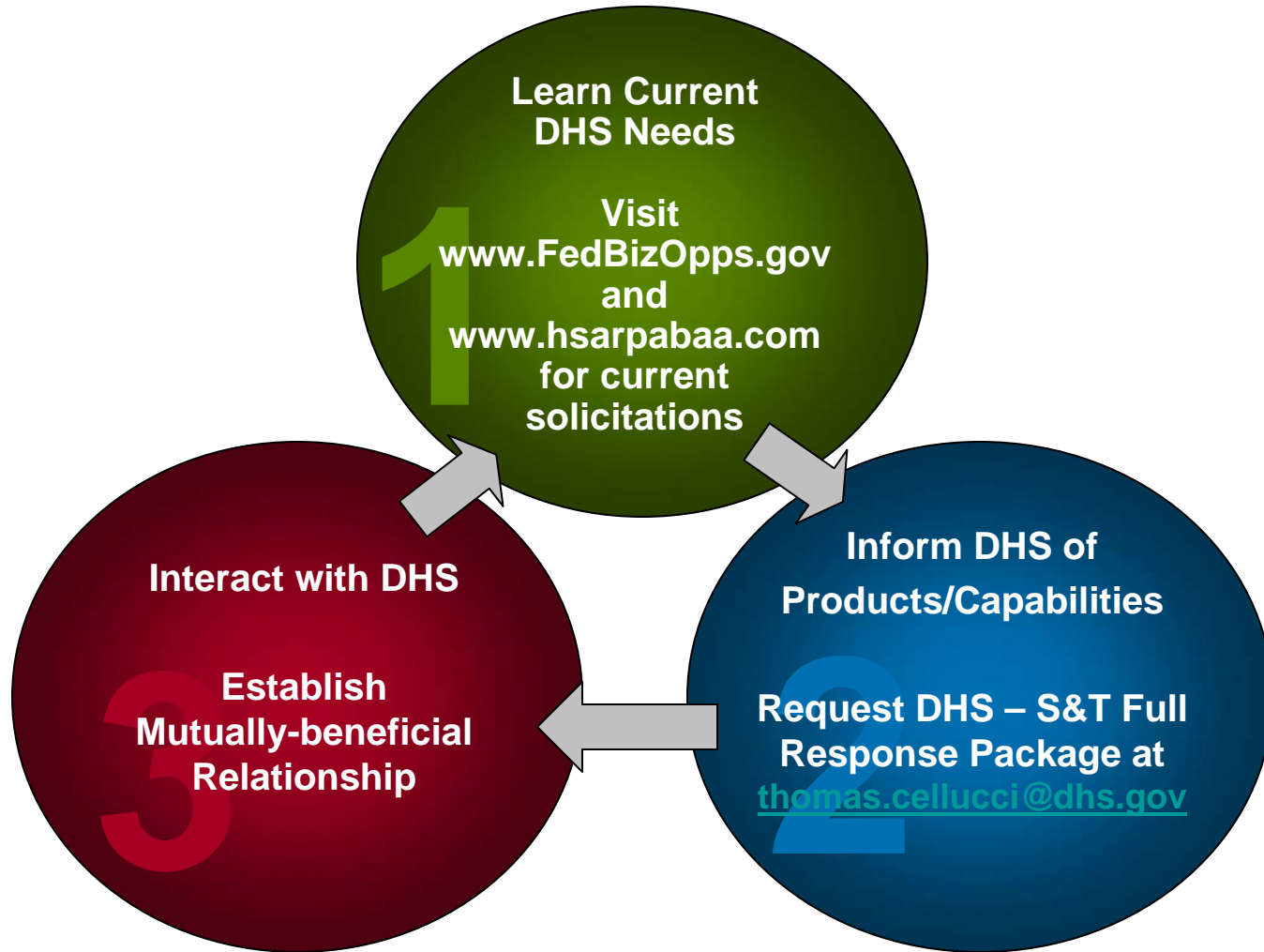
School Security

Response  
Volunteers



# Call to Action: Mutual Benefits

## Create “Win-Win-Win” Relationships





# SECURE Program

“Mutually-Beneficial Goals Achieved Through Rigorous Process”

| Goals  | Process   |
|--|---|
| <b>S</b> ystem<br><b>E</b> fficacy<br>through<br><b>C</b> ommercialization | Alignment to DHS Detailed Requirements            |
| <b>U</b> tilization  | Private Sector Product Development                |
| <b>R</b> elevance  | Product Launch, Sales and Marketing               |
| <b>E</b> valuation   | Customer-Focused Capstone IPT Process             |
|  | Third-party Test & Evaluation with DHS Validation |



Homeland  
Security



# SECURE Program

## Concept of Operations



- Application – Seeking products/technologies aligned with posted DHS requirements
- Selection – Products/Technologies TRL-5 or above, scored on internal DHS metrics
- Agreement – One-page CRADA-like document. Outlines milestones and exit criteria
- Publication of Results – Independent Third-Party T&E conducted on TRL-9 product/service. Results verified by DHS, posted on DHS web-portal

### Benefits:

- Successful products/technologies share in the imprimatur of DHS
- DHS Operating Components and First Responders make informed decisions on products/technologies aligned to their stated requirements
- DHS spends less on acquisition programs → Taxpayers win.



# SECURE Program

## Benefit Analysis “Win-Win-Win”

| Taxpayers  | Private Sector   | Public Sector   |
|--|--|---|
| 1. Citizens are better protected by DHS personnel using mission critical products  | 1. Save significant time and money on market and business development activities                       | 1. Improved understanding and communication of needs                    |
| 2. Tax savings realized through Private Sector investment in DHS   | 2. Firms can genuinely contribute to the security of the Nation  | 2. Cost-effective and rapid product development process saves resources |
| 3. Positive economic growth for American economy   | 3. Successful products share in the “imprimatur of DHS”; providing assurance that products really work | 3. Monies can be allocated to perform greater number of essential tasks |
| 4. Possible product “spin-offs” can aid other commercial markets   | 4. Significant business opportunities with sizeable DHS and DHS ancillary markets                      | 4. End users receive products aligned to specific needs                 |
| 5. Customers ultimately benefit from COTS produced within the Free Market System – more cost effective and efficient product development | 5. Commercialization opportunities for small, medium and large business                                | 5. End users can make informed purchasing decisions with tight budgets  |





<http://www.dhs.gov/xopnbiz/opportunities/>

Open for Business

Contract Opportunities

Small Business Assistance

SECURE Program



# Federal Business Opportunities

Sites where the Office of Procurement Operations (OPO) posts opportunities for prospective suppliers to offer solutions to DHS – S&T's needs:

- [www.FedBizOpps.gov](http://www.FedBizOpps.gov)
- [www.HSARPAbaa.com](http://www.HSARPAbaa.com)
- [www.SBIR.dhs.gov](http://www.SBIR.dhs.gov)
- [www.Grants.gov](http://www.Grants.gov)

take advantage of...

- **Vendor Notification Service:** Sign up to receive procurement announcements and solicitations/BAA amendment releases, and general procurement announcements.  
<http://www.fedbizopps.gov>
- **S&T's HSARPA website:** Register to join the HSARPA mailing list to receive various meeting and solicitation announcements. Link to Representative High Priority Technology Areas, where DHS areas of interest can be found.  
<http://www.hsarpabaa.com>
- **Truly Innovative and Unique Solution:** Refer to Part 15.6 of the Federal Acquisition Regulation (FAR) which provides specific criteria that must be met before a unsolicited proposal can be submitted to Kathy Ferrell.  
[http://www.acquisition.gov/far/current/html/Subpart%2015\\_6.html](http://www.acquisition.gov/far/current/html/Subpart%2015_6.html)

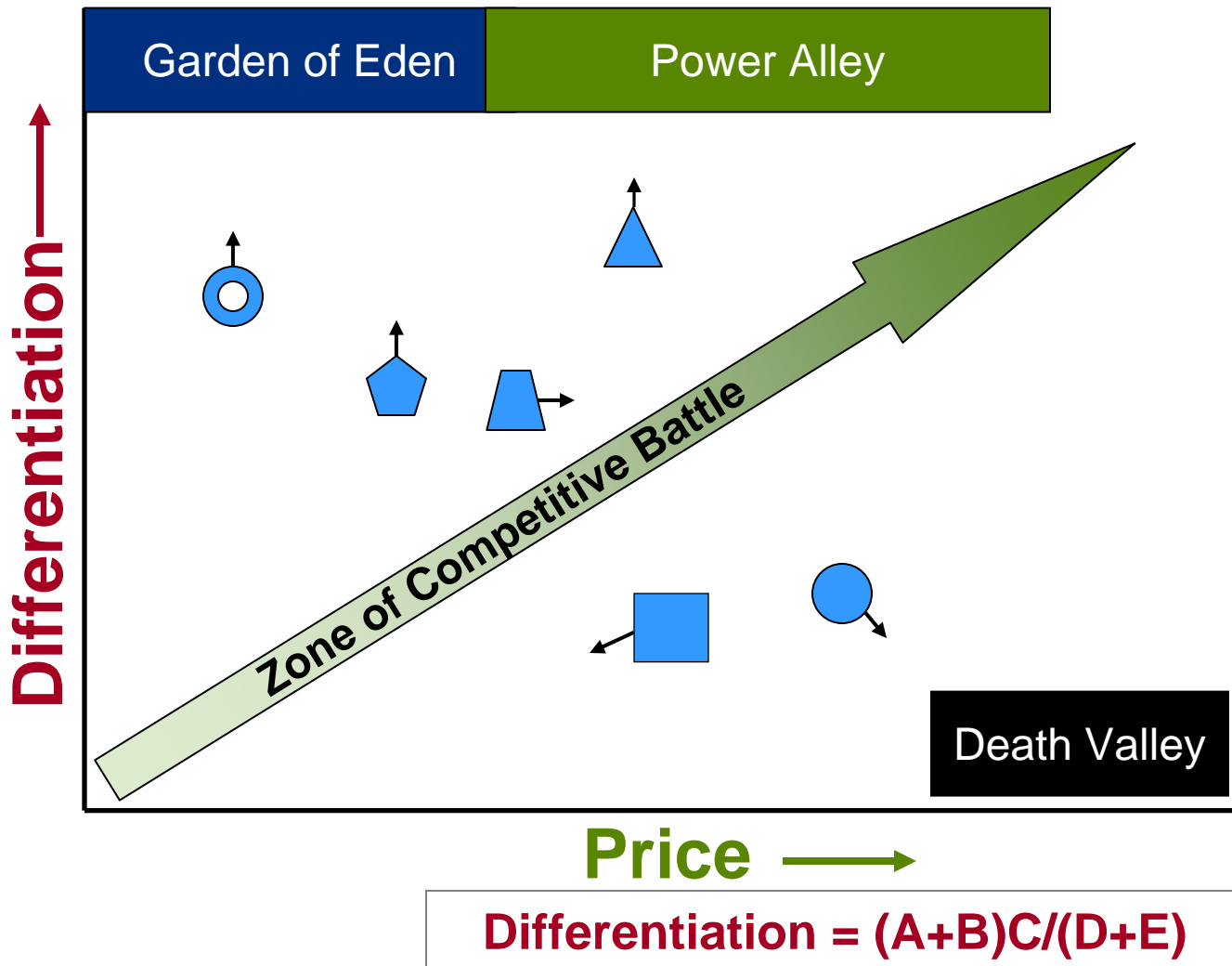
## Contact Information:

Kathy Ferrell  
Department of Homeland Security  
Office of the Chief Procurement Officer  
245 Murray Dr., Bldg. 410  
Washington, DC 20528  
[unsolicited.proposal@dhs.gov](mailto:unsolicited.proposal@dhs.gov)  
202-447-5576



# Show Us the Difference...

## Hall's Competitive Model





The background of the slide features a large, faded, light blue seal of the Department of Homeland Security. The seal is circular, with an eagle in the center. The eagle's chest is covered by a shield that contains a landscape with a mountain, a river, and stars. The eagle's wings are spread, and it holds arrows in its talons. The words "DEPARTMENT OF" are arched across the top, and "HOMELAND SECURITY" is arched across the bottom.

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# More Opportunities with DHS Science and Technology

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# SAFETY Act

## Support Anti-Terrorism by Fostering Effective Technologies Act of 2002

- Enables the development and deployment of qualified anti-terrorism technologies
- Provides important legal liability protections for manufacturers and sellers of effective technologies
- Removes barriers to industry investments in new and unique technologies
- Creates market incentives for industry to invest in measures to enhance our homeland security
- The SAFETY Act liability protections apply to a vast range of technologies, including:
  - Products
  - Services
  - Software and other forms of intellectual property (IP)

### Examples of eligible technologies:

- Threat and vulnerability assessment services
- Detection Systems
- Blast Mitigation Materials
- Screening Services
- Sensors and Sensor Integration
- Vaccines
- Metal Detectors
- Decision Support Software
- Security Services
- Data Mining Software

Protecting You, Protecting U.S.



# Criteria as stated in the SAFETY Act

- Is it an Anti-Terrorism Technology?
- Is it effective and available?
- Does it possess large potential third party liability risk exposure?
- Does Seller need SAFETY Act?
- Does it perform as intended?
- Does it conform to Seller's specifications?
- Is it safe for use as intended?

Addition SAFETY Act information...

Online: [www.safetyact.gov](http://www.safetyact.gov) Email: [helpdesk@safetyact.gov](mailto:helpdesk@safetyact.gov)

Toll-Free: 1-866-788-9318



# Award Criteria

|  | Developmental Testing and Evaluation (DT&E)  | Designation   | Certification  |
|--|--|---|--|
| <b>Effectiveness Evaluation Conclusion</b> | Needs more proof, has potential  | Demonstrated effectiveness, i.e. Developmental testing (with confidence of repeatability)   | Consistently proven effectiveness, i.e. operational performance (with high confidence of enduring effectiveness)   |
| <b>Protection</b>                          | Liability cap <ul style="list-style-type: none"> <li>• only for identified test event(s) and for limited duration (=3yrs)</li> </ul> | Liability cap <ul style="list-style-type: none"> <li>• for any and all deployments in 5-8 year term</li> </ul>  | Government Contractor Defense (GCD) <ul style="list-style-type: none"> <li>• for any and all deployments in 5-8 years term</li> </ul>  |
| <b>Examples</b>                            | <ul style="list-style-type: none"> <li>• EDS not yet TSL Certified</li> <li>• Novel incident pattern matching service</li> </ul>     | <ul style="list-style-type: none"> <li>• Radiological detector with <u>laboratory</u> success Opt-out screeners, only similar projects completed</li> </ul> | <ul style="list-style-type: none"> <li>• EDS TSL Certified</li> <li>• Well-documented infrastructure protection service with history of excellent performance and meeting DoE standards</li> </ul> |

EDS=Explosive Detection System    TSL=Transportation Security Laboratory (TSA)





The DHS S&T SBIR FY08.2 solicitation closed on July 8, 2008.

**Department of Homeland Security**  
**Science and Technology Directorate (S & T Directorate)**  
**Small Business Innovation Research (SBIR) Program**

The DHS S&T SBIR Program was initiated in 2004. For the DHS S&T SBIR Program, two solicitations are issued per year. Generally, they will be issued in November and May.

Solicitation topics are developed by Program Managers in each of the Science and Technology (S&T) Divisions, and from time to time, by the Offices of Innovation and Basic Research. The annual solicitations consist of topics that are relevant to the Chemical and Biological, Borders and Maritime Security, Human Factors, Explosives, Infrastructure and Geophysical, and Command, Control and Interoperability Divisions.

Similar to the R&D programs of the S&T Directorate, the SBIR topics generally address the needs of the seven DHS Operational Units, i.e., U.S. Coast Guard, U.S. Transportation Security Administration, U.S. Customs and Border Protection, Federal Emergency Management Agency, U.S. Citizenship and Immigration Services, U.S. Immigration and Customs Enforcement, and U.S. Secret Service, as well as First Responders.

For the Phase II SBIR effort, the DHS S&T SBIR Program has a Cost Match feature for SBIR projects that attract matching cash from an outside investor. The purpose is to focus SBIR funding on those projects that are most likely to be developed into viable new products that DHS and others will buy and that will thereby make a major contribution to homeland security and/or economic capabilities. Click here for more information about the [Cost Match feature](#).

The DHS S&T SBIR Program has several processes in place to accelerate the Phase I and Phase II award process to further satisfy operational requirements and commercial application.

- Phase I awards are typically made within 90 days of selection.
- Invited Phase II projects will be reviewed and awards will be made incrementally, as quickly as possible under the Jump Start feature, to maintain the momentum of the Phase I effort. The Phase II proposal invitation process expeditiously identifies those Phase I awardees deserving of Phase II awards.

To learn more about the SBIR Program, please visit <http://www.sba.gov/SBIR/indexsbir-sttr.html>.

**Safety Act**

**Other Funding Opportunities**

**Topic Recommendations**



# Tech Clearinghouse Mission

To rapidly disseminate technical information concerning existing and desired products and services to/between Federal, State, Local, and Tribal Government and the Private Sector in order to encourage technological innovation and facilitate the mission of the Department of Homeland Security.

- Establishes Central Federal Technology Clearinghouse
- Issues Announcements for Innovative Solutions
- Establishes S&T Technical Assessment Team
- Provides guidance for the evaluation, purchase, and implementation of homeland security enhancing technologies
- Provides users with information to develop or deploy technologies that would enhance homeland security
- Enables technology transfer

**Improved Knowledge Sound Acquisition Decisions**



# TechSolutions

The mission of TechSolutions is to rapidly address technology gaps identified by Federal, State, Local, and Tribal first responders

- Field prototypical solutions in 12 months
- Cost should be commensurate with proposal but less than \$1M per project
- Solution should meet 80% of identified requirements
- Provide a mechanism for Emergency Responders to relay their capability gaps
  - Capability gaps are gathered using a web site ([www.dhs.gov/techsolutions](http://www.dhs.gov/techsolutions))
- Gaps are addressed using existing technology, spiral development, and rapid prototyping
- Emergency Responders partner with DHS from start to finish

## **Rapid Technology Development**

Target: Solutions Fielded within 1 year, at <\$1M



# TechSolutions Investments

Seatbelt Safety for  
Emergency Vehicles



Next Generation  
Breathing Apparatus



Fire Ground Compass



----- Under Consideration -----

Vehicle Mounted Chem/Bio  
Sensor Detection





# Getting Involved: S&T Contacts

| Division       | Email                                 |
|----------------|---------------------------------------|
| Jim Tuttle     | S&T-Explosives@dhs.gov                |
| Beth George    | S&T-ChemBio@dhs.gov                   |
| David Boyd     | S&T-C2I@dhs.gov                       |
| Anh Duong      | S&T-BordersMaritime@dhs.gov           |
| Sharla Rausch  | S&T-HumanFactors@dhs.gov              |
| Chris Doyle    | S&T-InfrastructureGeophysical@dhs.gov |
| Rich Kikla     | S&T-Transition@dhs.gov                |
| Starnes Walker | S&T-Research@dhs.gov                  |
| Roger McGinnis | S&T-Innovation@dhs.gov                |



# Summary

**Detailed Requirements**

**Sizeable Market Potential**

**Delivered Products – PERIOD!**

**How Can You Afford NOT to Partner with DHS S&T?**

Questions/Comments:

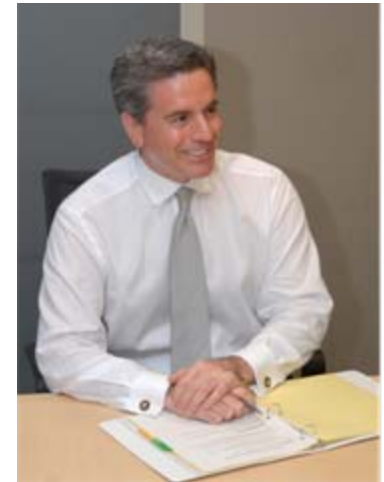
Thomas A. Cellucci, Ph.D., MBA

[thomas.cellucci@dhs.gov](mailto:thomas.cellucci@dhs.gov)



# U.S. Department of Homeland Security: Science and Technology Directorate's Chief Commercialization Officer

Thomas A. Cellucci, PhD, MBA was recently appointed Chief Commercialization Officer for the Department of Homeland Security's Science and Technology (S&T) Directorate . The Chief Commercialization Officer (CCO) is responsible for initiatives that identify, evaluate and commercialize technology for the specific goal of rapidly developing and deploying products and services that meet the specific operational requirements of the Department of Homeland Security's Operating Components and its end users. The CCO also develops and drives the implementation of DHS-S&T's outreach with the private sector to establish and foster mutually-beneficial working relationships to facilitate cost-effective and efficient product/service development efforts.



Cellucci is an accomplished serial entrepreneur, seasoned senior executive and Board member possessing extensive corporate and VC experience across a number of worldwide industries. Profitably growing high technology firms at the start-up, mid-range and large corporate level has been his trademark. In 1999, he founded a highly successful management consulting firm--Cellucci Associates, Inc. -- that raises capital and provides strategic business services to top-tier global high technology firms. He serves on both public and private Boards and has authored or co-authored over 120 articles on Nanotechnology, Laser physics, Photonics, Environmental disturbance control, MEMS test and measurement, Mistake-proofing enterprise software, and Sales & Marketing. He has also held the rank of Lecturer or Professor at institutions like Princeton University, University of Pennsylvania and Camden Community College. Cellucci also co-authored ANSI Standard Z136.5 "The Safe Use of Lasers in Educational Institutions".

As a result of his consistent achievement in the commercialization of emerging technologies, Cellucci has received numerous awards and citations from industry, government and business.

Cellucci earned a PhD in Physical Chemistry from the University of Pennsylvania, an MBA from Rutgers University and a BS in Chemistry from Fordham University. He has also attended and lectured at executive programs at the Harvard Business School, MIT Sloan School, Kellogg School and others. Dr. Cellucci is regarded as an authority in rapid time-to-market new product development and is a frequent public speaker.





Homeland  
Security



North American Public Sector

New Directions in Industrial Base Infrastructure



# Reconciling Protection and Resiliency - Information Technology Sector

Guy Copeland  
Vice President  
CSC



**NDIA 2008  
Homeland Security  
Symposium & Exhibition  
September 9, 2008**



# Protection and/or Resiliency

- **Protection and Resiliency**
  - Not either/or
  - Different views of the same set of physical and cyber challenges to balance primarily on risk assessment
- **CSC helps clients – government and private sector – achieve their strategic goals through the use of information technology, frequently as part of a solution set that also includes other technologies, management solutions, processes and deep mission or business understanding and expertise.**
- **Some of the world's most important service, financial, production and government institutions rely on CSC for continuity and availability (COOP and COG in government terms) – DHS, DoD, NASA,**



# Preparation is Key

- Risk Assessment, Priority Implementation, Training, Exercising and Feedback
- The communications backbone, the power distribution grid and IT functions and services are designed to be highly robust, BUT .....
- Specific facilities must consider site, equipment, connectivity and personnel redundancy needs – e.g., Tier III data centers must achieve 99.98 percent availability (no more than 4 hours of unplanned outage every 2.5 years)
- Pervasive management support and employees as the lynchpins
- Katrina and Rita Lessons: ***“Planning and teamwork were the keys to our success. Luck alone won’t take you very far when you have to go to plan B and start thinking on your feet. We learned a lot during this event, and will factor these lessons into our recovery plans for the future.”***

– Deborah Hojem, CIO, DynMcDermott’s CIO. **a CSC subsidiary that operates and manages the US Strategic Petroleum Reserve.** The SPR is the world’s largest reserve of crude oil, which is stored in underground caverns along the Gulf of Mexico in Louisiana and Texas.



# Partnership is Key

- **President's National Security Telecommunications Advisory Committee (NSTAC)**  
<http://www.ncs.gov/nstac/nstac.html>
- **National Coordinating Center for Telecommunications (NCC)**  
<http://www.ncs.gov/ncc/index.html>
- **Network Security Information Exchanges**  
[http://www.ncs.gov/nstac/reports/fact\\_sheet/NSTAC\\_08.pdf](http://www.ncs.gov/nstac/reports/fact_sheet/NSTAC_08.pdf)
- **Information Technology Information Sharing and Analysis Center (IT-ISAC)**  
<https://www.it-isac.org/>
- **ISAC Council**  
<https://www.isaccouncil.org/>
- **Partnership for Critical Infrastructure Security (PCIS)**  
<http://www.pcis.org/>
- **Cross Sector Cyber Security Working Group**  
<http://homeland.house.gov/SiteDocuments/20071031154922-91266.pdf>



# Cyber is Critical

- **Cyber “Hurricane” is hitting us all – some more than others – 24/7**
- **Risk Assessment, Priority Implementation, Training, Exercising and Feedback all apply**
- **The communications backbone, the power distribution grid and IT functions and services are designed to be highly robust, BUT .....**
- **Consolidate for manageable span of protection and response**
  - DoD and DHS strategy to consolidate and simplify
  - Reduction in Internet access points
- **Certification and Accreditation**
- **Best Practices**
- **Education and awareness**
- **Identity, Access and Privilege Management appropriate to the assets, functions and services to protect**
  - CSC Center of Excellence because this is critical to virtually everything



# Exercise to Verify and Learn

- **Internal**
- **External – National level (e.g., TOPOFF, Cyber Storm, NLE 2-09)**
- **CSC and other companies participated in Cyber Storm II - A national cyber security exercise to test processes and capabilities of companies and agencies in both the private and public sector.**
  - **CSC Objectives**
    - » Opportunity to evaluate operations in a national scenario with partners
    - » Learn lessons for needed improvement
    - » Build upon existing continuous improvement for preparation and response posture
- **The largest government-sponsored national cyber security exercise of its kind.**
- **Exercises such as Cyber Storm II are critical in maintaining and strengthening cross-sector, inter-governmental and international relationships, enhancing processes and communications linkages, as well as ensuring continued improvement to cyber security procedures and processes.**



# Operational Exercise Benefits

- **Operational Exercises' Benefits Include**
  - **Experience in and development of external interaction for major incident handling**
  - **Participation with major international, national, state and local, and private sector players**
  - **Exercise, test and advance the CONOPS for the IT-ISAC**
    - **CSC is a Founding Member and part of the executive committee leadership**
  - **Exercise vendor partnerships - investigate key supply chain dependencies**
  - **Exercise NOC/SOC organizational incident response processes**
  - **Demonstrate and recognize employee skills and leadership**
  - **Support for participating clients (e.g., DHS, EPA, DoS, GETS)**
  - **Education and awareness opportunity – direct and indirect**



# Learn More

- **Be active in the Critical Infrastructure Protection community**
  - **Government and private sector**
- **Join your Sector Coordinating Council**
- **Join your Information Analysis and Sharing Center**
- **Participate in exercises through the SCC and ISAC**
- **Help with your sector's risk assessment and other implementation of your sector's specific plan**
- **Participate actively**
- **Apply lessons learned internally**
- **Ask your sector's CIP leadership how you can help**



**Guy Copeland**  
**Vice President**  
**Information Infrastructure Advisory Programs**  
**and**  
**Special Assistant to the CEO**  
**CSC**  
**3160 Fairview Park Drive**  
**Falls Church, VA 22042**  
**[gcopelan@csc.com](mailto:gcopelan@csc.com)**



# **DHS Office of Procurement Operations**



**Presented by:**  
**Soraya Correa, Director**



# Office of Procurement Operations (OPO)

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## *Mission ~*

*We will obtain the best value products and services for our DHS customers. We will be innovative and continuously improve our processes for managing and implementing acquisitions. We will support the mission, ensuring conformance with law and preserving the public's trust.*



# About OPO

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- *Provides grants/federal assistance management, procurement, and acquisition management services to various DHS directorates and organizations reporting to the Office of the Secretary;*
- *Provides a full range of acquisition services for department-wide acquisition initiatives identified by both the Chief Information Officer and several strategic sourcing commodity councils within DHS;*
- *Established as the eighth Head of Contracting Activity (HCA) with the most diverse customer base in DHS;*
  - *Committed to establishing our organization as a leader in the effective and efficient delivery of acquisition services in support of the DHS mission.*



# Office of Procurement Operations

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The Office of Procurement Operations (OPO) takes pride in supporting the needs of its diverse and unique customer base. Our customers include:

- Under Secretary for Management (includes the CIO, CSO, CAO, CHCO and CPO)
- Chief Financial Officer (CFO)
- Under Secretary National Protection & Programs
- Under Secretary Intelligence & Analysis
- Under Secretary Science & Technology
- Director Domestic Nuclear Detection Office
- Director Citizenship & Immigration Services (CIS)
- Assistant Secretary Health Affairs/ Chief Medical Officer
- Director Operations Coordination
- Director Counter Narcotics Enforcement
- Ombudsman Citizenship & Immigration Services
- Chief Privacy Officer
- Civil Rights & Civil Liberties Officer
- Assistant Secretary Policy
- General Counsel
- Assistant Secretary Legislative Affairs
- Assistant Secretary Public Affairs
- Inspector General

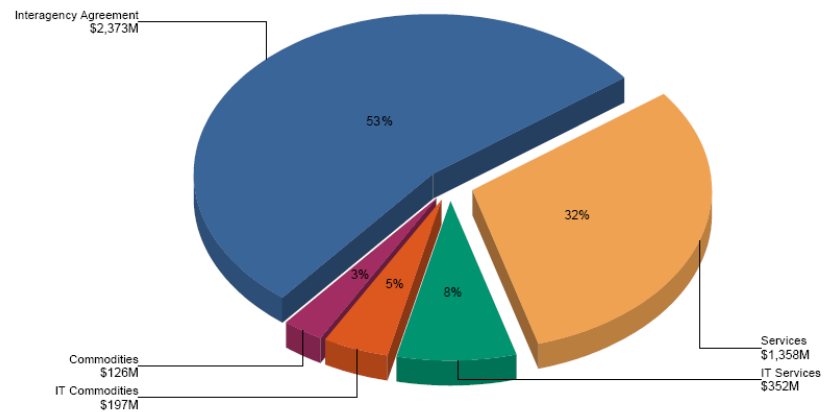


# FY 2007 Acquisition Summary

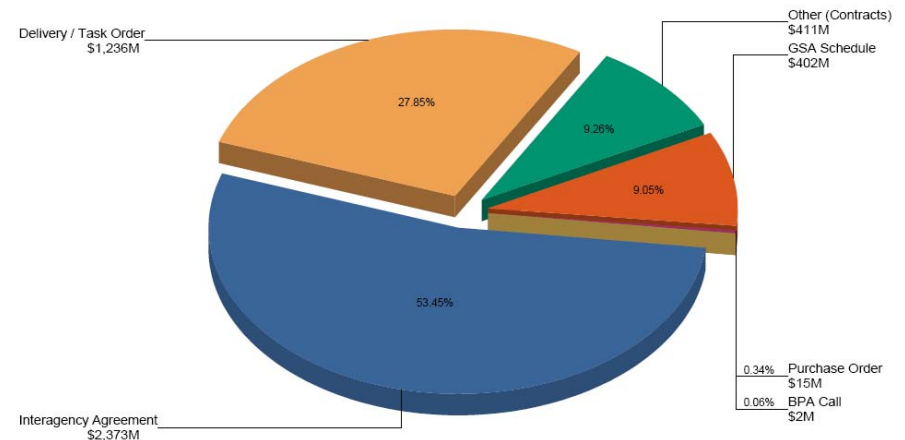
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Source: FY2007 PRISM DATA  
as of October 9, 2007

## *What OPO Bought*



## *How OPO Bought*



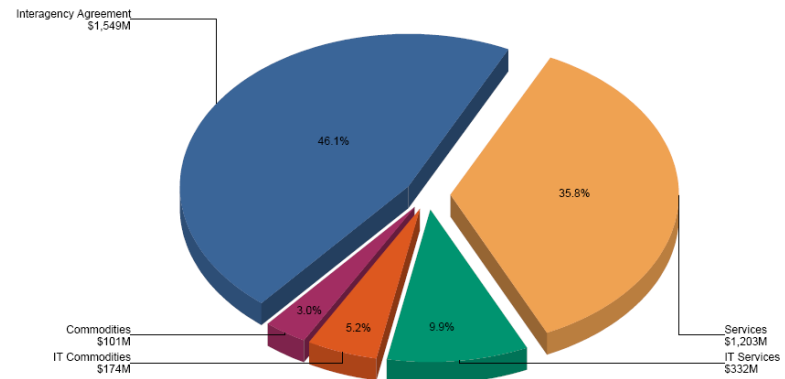


# FY 2008 Acquisition Summary

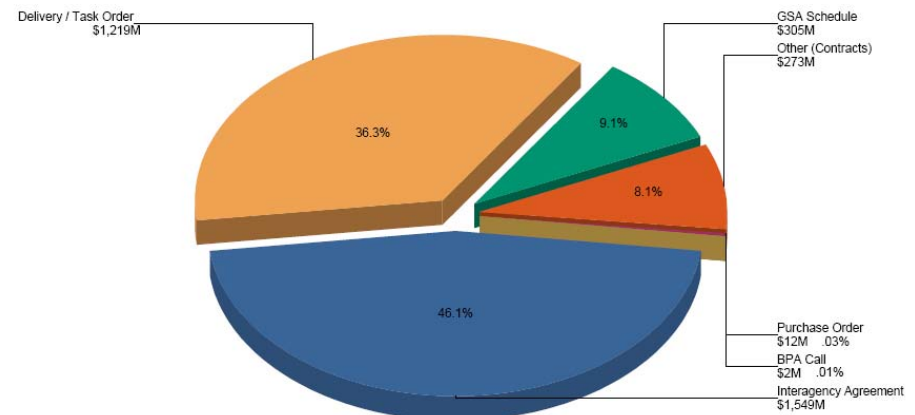
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Source: FY2008 TO 08/31  
PRISM DATA as of 9/9/2008

## *What OPO Bought*



## *How OPO Bought*





# Challenges

---

- *Provide full range of acquisition support to 35 DHS program offices through a unified “One DHS” program;*
- *Diverse and wide range of requirements;*
- *Fast-paced environment / quick response capability;*
- *High-visibility acquisitions of interest to public, media, and industry;*
- *Hire and retain a professional, motivated workforce.*



# In the Spotlight

- *Scrutiny*
- *Congress*
- *Media*
- *Industry*

## Plan to Cut Federal Security Unit Decried

By [Mary Beth Shindan](#) Washington Post Staff Writer  
Thursday, June 21, 2007; Page A01

The Bush administration wants to overhaul the troubled federal buildings, cutting personnel and giving a bigger role to private firms in fighting the plan, saying that it could leave government employees without a home.

## Homeland Security Contracts Abused

Report Finds Extensive Waste

By [Spencer S. Hsu](#)  
Washington Post Staff Writer  
June 27, 2006; Page A01

A \$1.1-billion-dollar surge in federal contracting to bolster domestic defenses in the wake of the Sept. 11, 2001, attack has been marred by extensive waste and misspent funds, according to a new bipartisan congressional report.

The report says that since the Homeland Security Department's creation in 2003, an explosion of no-bid deals and a critical lack of oversight have allowed government contract managers to abuse. Based on a comprehensive survey of government audits, 32 Homeland Security Department contracts worth a total of \$34 billion have "experienced significant wasteful spending, or mismanagement," according to the report, which is slated for release today and was obtained in part by the Washington Post.

## Costs Rocket As DHS Runs Up No-Bid Contracts

\$2 Million to \$124 Million

By [Robert O'Hara](#)  
Washington Post Staff Writer  
Thursday, June 21, 2007

The project started in 2003 as a contract to help the new Department of Homeland Security quickly get its emergency operation up and running.

Over the next year, the cost of the no-bid arrangement with consultant [Booz Allen Hamilton](#) soared by millions of dollars per month, as the firm provided analysts, administrators and other contract employees to the department's [Information Analysis and Infrastructure Protection](#) offices.

By December 2004, payments to Booz Allen had exceeded \$30 million -- 15 times the contract's original value. When department lawyers examined the deal, they found it was "grossly beyond the scope" of the original contract, and they said the arrangement violated government procurement rules. The lawyers advised the department to immediately stop making payments through the contract and allow other companies to compete for the work.

But the competition did not take place for more than a year. During that time, the payments to Booz Allen more than doubled again under a second no-bid arrangement, to \$73 million, according to internal documents, e-mail and interviews.

The arrangements with the [McLean](#) consulting firm, one of the nation's largest government contractors, illustrate a transformation in the way the federal government often gets its work done: by relying on private, sometimes costly consultants to fill staffing shortfalls in federal agencies.

Contracting specialists said companies are increasingly being called upon to handle duties once considered appropriate only for government workers. And because the number of federal procurement workers responsible for overseeing spending has not kept pace, the spending on such contracts often soars far beyond approved estimates, the specialists said.



# Oversight

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- *House and Senate*
  - *Committees / Subcommittees*
- *Government Accountability Office (GAO)*
- *Inspector General (IG)*
- *Office of Federal Procurement Policy (OFPP)*
- *DHS Oversight*
  - *Chief Procurement Officer (CPO)*



# Internal OPO Oversight

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- *Internal OPO Oversight*
  - *Policy, Oversight and Customer Support Division*
    - *Compliance with FAR, HSAR, HSAM, DHS Management Directives, Internal OPO Policies/Procedures*
- *Mandatory Annual Ethics Training*
- *Mandatory Annual Security Training*



# Our Customer Service Creed

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*We will work in partnership with our customers to ensure they get the goods and services they need to meet their mission needs.*

*We will work together to identify and implement the best business solutions available to satisfy requirements.*

*We will continuously communicate with customers, re-prioritize workloads to meet special needs and, most importantly, establish mutually agreeable transaction milestone schedules.*



# Our Customer Service Creed

---

*We will continuously collaborate to ensure all stakeholder needs are considered and come to bear on our ultimate procurement solution.*

*As both business advisors and stewards of our customers' procurement dollars, we have an obligation to work with them to develop smart acquisition strategies that are realistic, achievable and in full conformance with laws and regulations.*



# Conclusion

---

*We are proud of our membership in the DHS acquisition community and the work we do each day to support the men and women who secure our homeland.*

*Soraya Correa  
Director, Office of Procurement Operations*





*Protecting you, Protecting U.S.*

# SAFETY Act

September 9, 2008

The Support Anti-terrorism by Fostering  
Effective Technologies Act of 2002



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# A Summary of the SAFETY Act

- The Support Anti-terrorism by Fostering Effective Technologies Act of 2002 (SAFETY Act) was enacted as part of the Homeland Security Act of 2002 (Title VIII, Subtitle G)
- Intended to facilitate the development and deployment of effective anti-terrorism technologies by creating systems of “risk management” and “litigation management”
- Provides important legal liability protections for manufacturers and sellers of technologies and services that could save lives in the event of a terrorist attack
- Protections apply **only** to claims arising out of, relating to, or resulting from an Act of Terrorism



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# What is Eligible for SAFETY Act Protections?

**The SAFETY Act liability protections apply to a wide range of technologies, including:**

- Products
- Services
- Software and other forms of intellectual property

## **Examples of eligible technologies:**

- Threat and vulnerability assessment services
  - Detection Systems
  - Blast Mitigation Materials
  - Screening Services
- Sensors and Sensor Integration
- Threatening Object Detectors
  - Decision Support Software
  - Security Services
- Crisis Management Systems
- Cyber Security Technologies

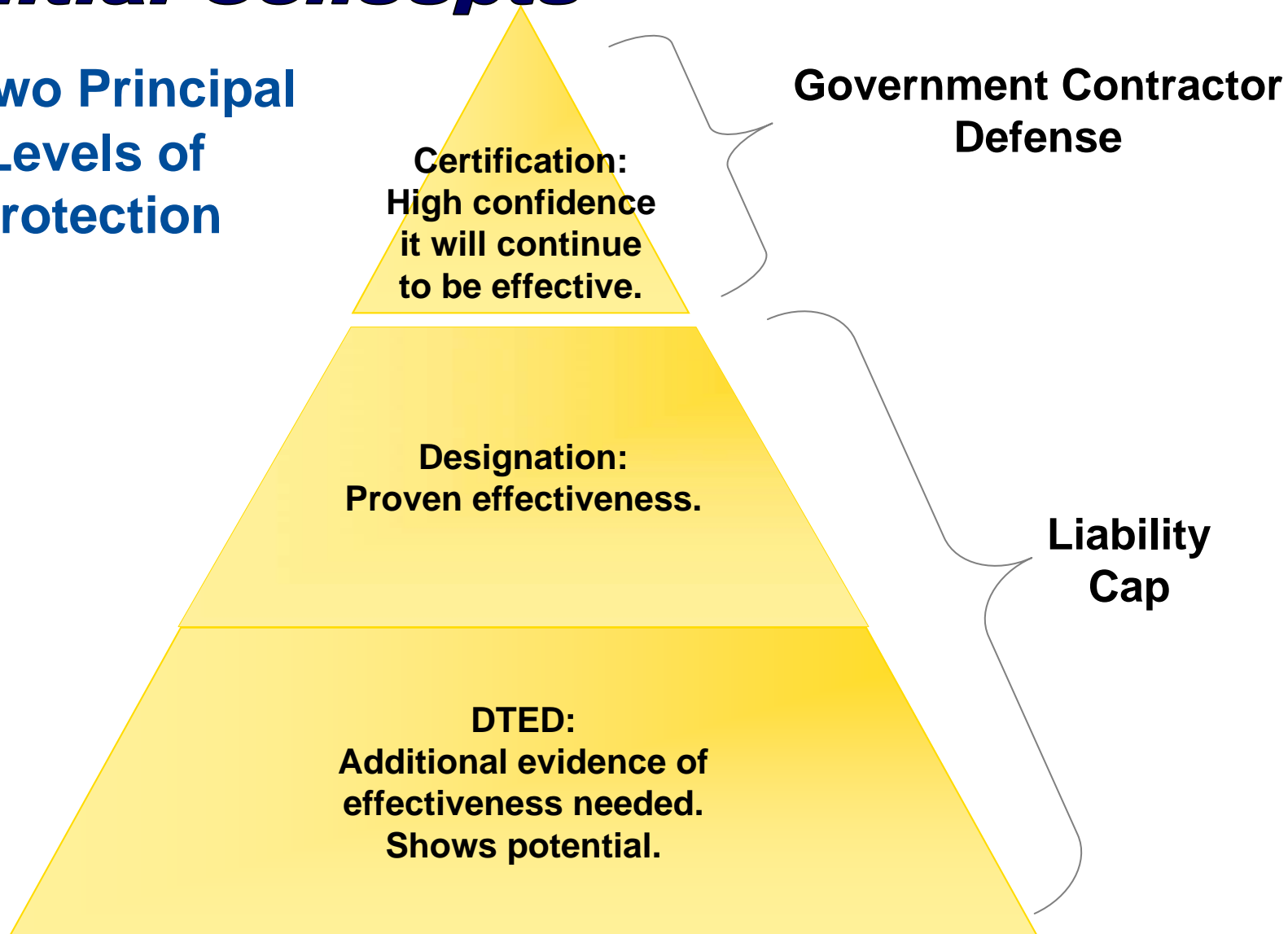


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# ***Essential Concepts***

## **1. Two Principal Levels of Protection**



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# ***Essential Concepts***

## **2. Benefits of Designation**



- Liability = Insurance required by DHS
- Exclusive action in Federal Court
- No Joint and Several Liability for non-economic damages
- No punitives or prejudgment interest
- Recovery reduced by amounts from collateral sources



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# ***Essential Concepts***

## **3. Benefits of Certification**

- Benefits of Designation +
- Assert Government Contractor Defense
  - Even if not selling to a Government entity
  - Includes services and COTS
- Placed on Approved Product List for Homeland Security



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# ***Essential Concepts***

## **4. SAFETY Act Protections Extend to Users** *(whether Designation or Certification)*

“Such cause of action may be brought **only** **against the Seller** of the QATT and may **not** **be brought against the buyers, the buyers’ contractors, downstream users of the QATT,** the Seller’s suppliers or contractors, or any other person or entity...”

-Preamble to Final Rule, 6 CFR Part 25, at 33150.





# ***Essential Concepts***

## **5. Criteria for Designation**

- Prior United States Government use or demonstrated substantial utility and effectiveness
- Availability of the Technology for immediate deployment in public and private settings
- Existence of extraordinarily large or unquantifiable potential third party liability risk exposure to the Seller or other provider of the technology
- Substantial likelihood that the Technology will not be deployed unless SAFETY Act risk management protections are extended
- Magnitude of risk exposure to the public if the Technology is not deployed
- Evaluation of scientific studies that can be feasibly conducted in order to assess the capability of the Technology to substantially reduce risks of harm
- Whether the Technology is effective in facilitating the defense against Acts of Terrorism
- ATT determination made by Federal, State, or Local officials



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Red=Technical criterion  
Blue=Economic criterion



# ***Essential Concepts***

## **5a. How to Establish Effectiveness**

- Successful testing in operational environment
- Operational testing
  - Evidence of performance metrics, including:
    - ✓ Probability of Detection
    - ✓ False Positive and False Negative Rates
    - ✓ Limits of Detection (and why that limit is relevant)
    - ✓ Interferents
    - ✓ Maintenance and Training
- Suitable performance of past deployments documented
- Domain expertise appropriate and available
- In/external audits favorable
- Customer feedback favorable
- QA plans documented
- Repeatability proven



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# ***Essential Concepts***

## **6. Criteria for Certification**



Designation is a prerequisite for granting Certification

To receive Certification, a Qualified Anti-terrorism Technology must also be shown to:

- Perform as intended
- Conform to the Seller's specifications
- Be safe for use as intended
  - Seller is required to provide safety and hazard analyses



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# ***Essential Concepts***

## **6a. Performs as Intended**

### **High confidence it will continue to be effective**

- Consistent positive results (e.g., long-term low failure rates and false alarms)
- Reliability/Availability is high (e.g., MTBF)
- Performs in accordance with performance specifications
- Installation, use, maintenance procedures proven
- Documented processes (e.g., training, hiring, technology refresh) are being followed
- Standards are identified and met
- QA/QC processes are effective



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# ***Essential Concepts***

## **7. DT&E Designation**

For technology that:

- Is in a prototype stage
- Has lab tests that are not operational in nature (too controlled)
- Indicated potential effectiveness
- Has a testing scenario identified and “customers” to prove relevant metrics
- Limited term (up to 3 yr) and limited number of sites





# ***Essential Concepts***

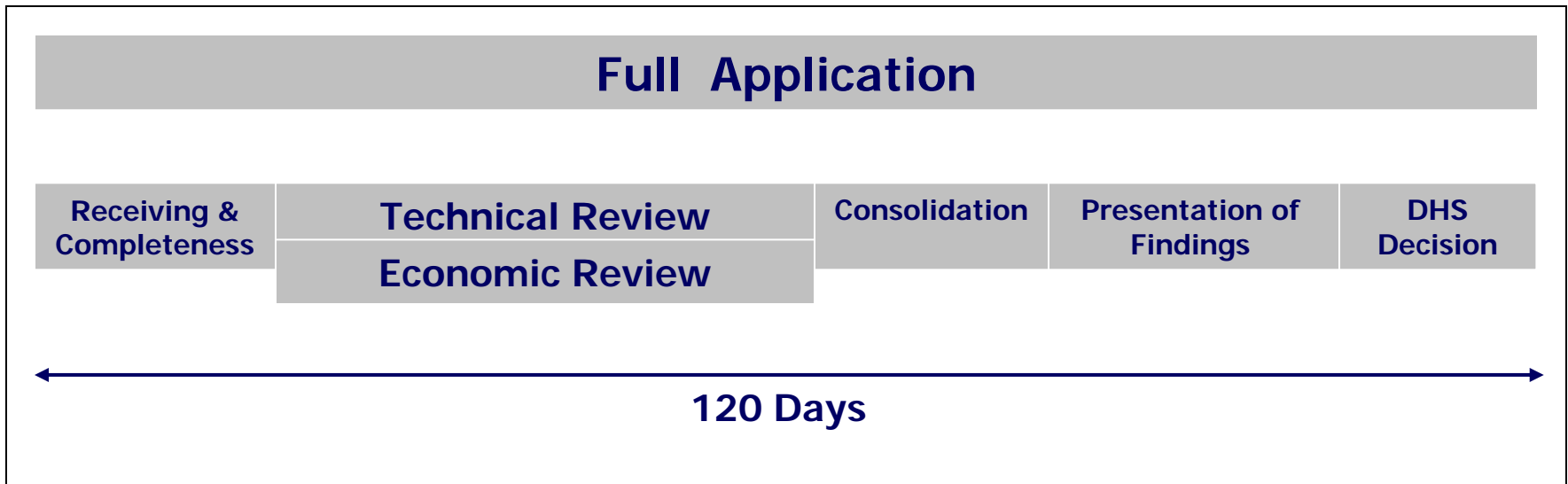
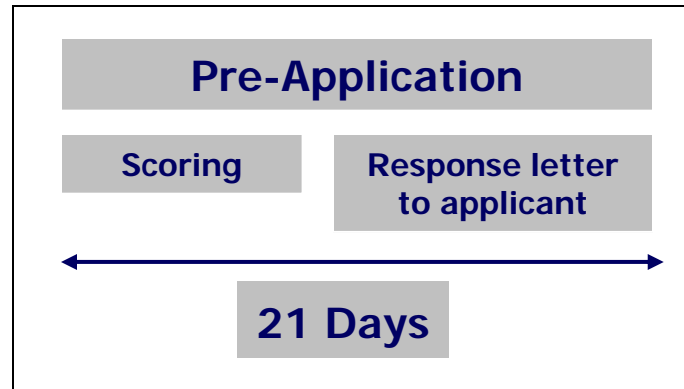
## **8. SAFETY Act Award Summary**

|                          | <b>DTED</b>  | <b>Designation</b>  | <b>Certification</b>   |
|--------------------------|--|---|--|
| Effectiveness Evaluation | Needs more proof, but potential exists   | Proven effectiveness (with confidence of repeatability)             | Consistently proven effectiveness (with high confidence of enduring effectiveness)           |
| Protection               | Liability cap only for identified test event(s) and for limited duration (≤3yrs) | Liability cap for any and all deployments made within 5-8 year term | Government Contractor of Defense (GCD) for any and all deployments made within 5-8 year term |



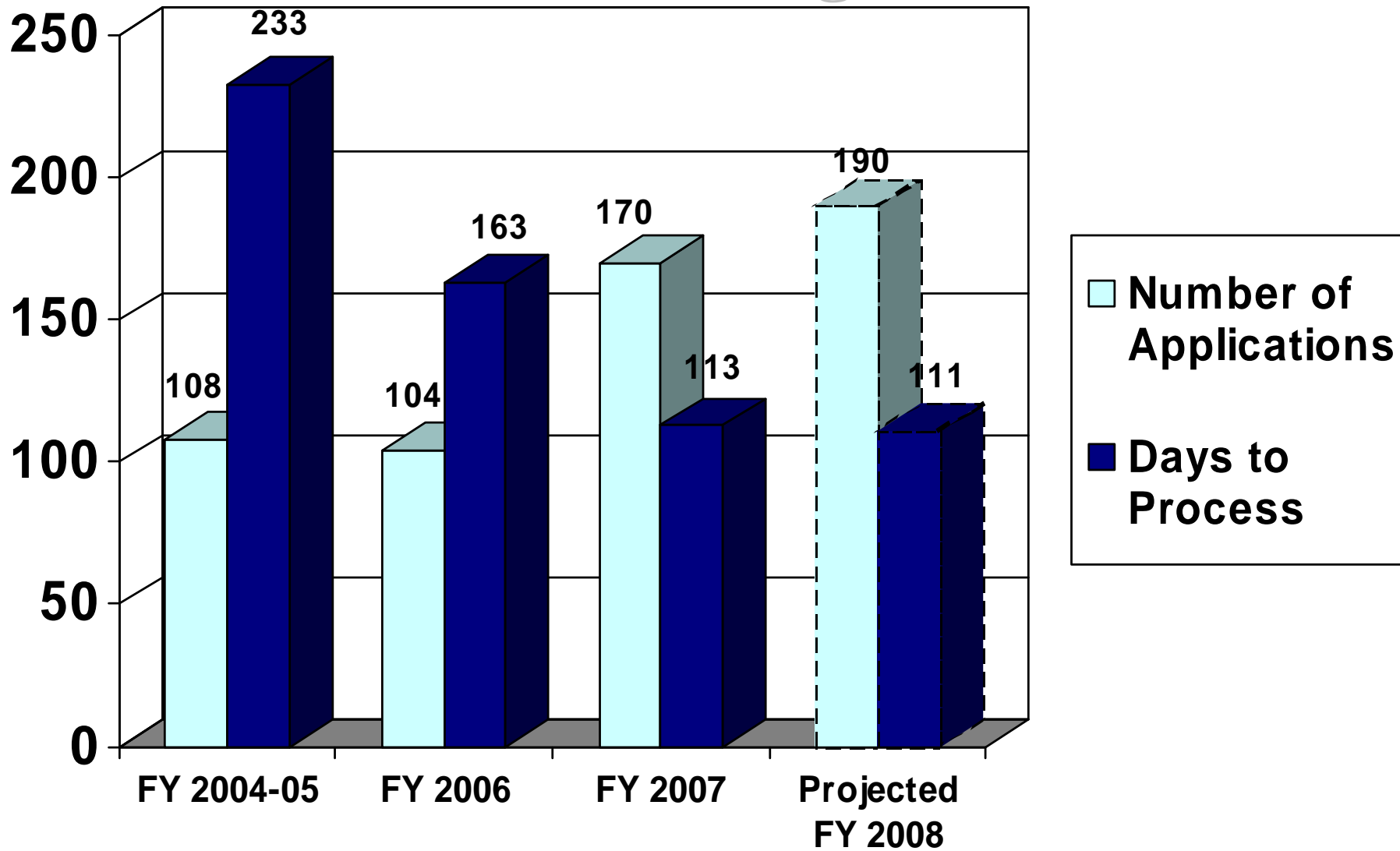


# Timeline of SAFETY Act Application Review Process





# SAFETY Act Progress

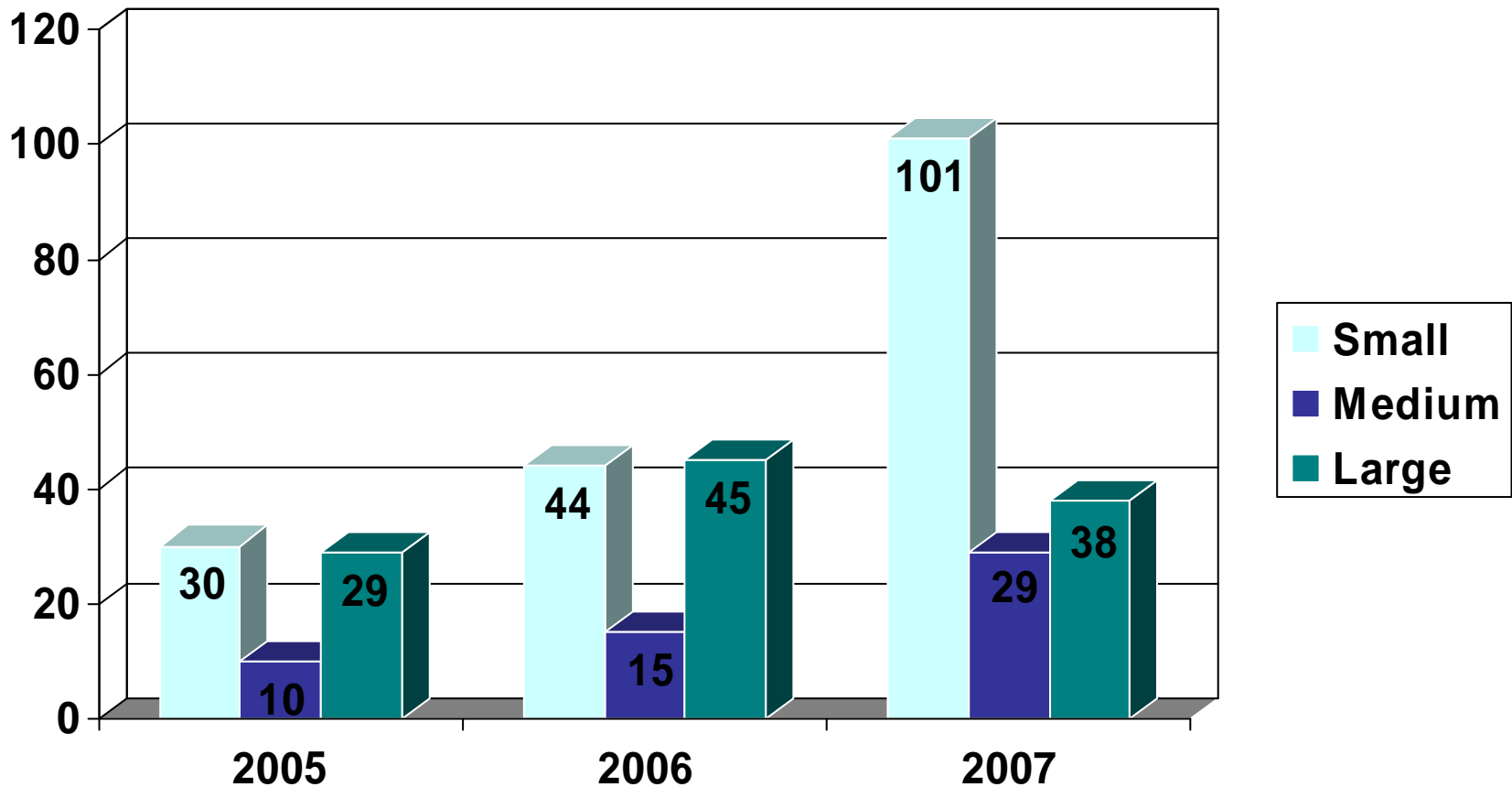


**2006-  
2007**

- Processing time has decreased by 31%
- Applications have increased by 63%
- With no additional resources



# Applications by Company Size \*



\***Small** = \$0 - \$50,000,000

\***Medium** = \$50,000,000 - \$1,000,000,000

\***Large** = Over \$1,000,000,000 by Net Revenue



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# How is Your Proprietary Data Protected?

- Strong data protection measures that conform to DHS information security standards
- All application reviewers are screened for conflicts of interests, sign conflict of interest statements for each application they review, and sign general nondisclosure agreements



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# Who are the SAFETY Act Reviewers?

- Conflict of Interest & Non-Disclosure Agreement signed by each reviewer per application.
- Three Technical Reviewers and two Economic Reviewers per application.
- Reviewers from the FFRDCs, non-profits, Federal Government, Federal & National Labs, and Academia.
- 100+ already trained reviewers (SMEs) in:



➤ Cyber

➤ Economic

➤ Chemical

➤ Biological

➤ Explosive

➤ Rad/Nuc

➤ Human

➤ Services



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# Providing Value for **You**

- Seller of a QATT
  - Enterprise survival
  - Risk mitigation
  - Defense against claims
  - Business development



- User of a QATT
  - Defense against suit
  - Benchmarking
  - Interoperability
  - Procuring an effective product/service



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# **The SAFETY Act**

**Looking AHEAD...**

**Areas OF Emphasis...**

*Out of many, one*



# Critical Infrastructure



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# Transportation Security



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# Counter IEDs



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# Safer Products



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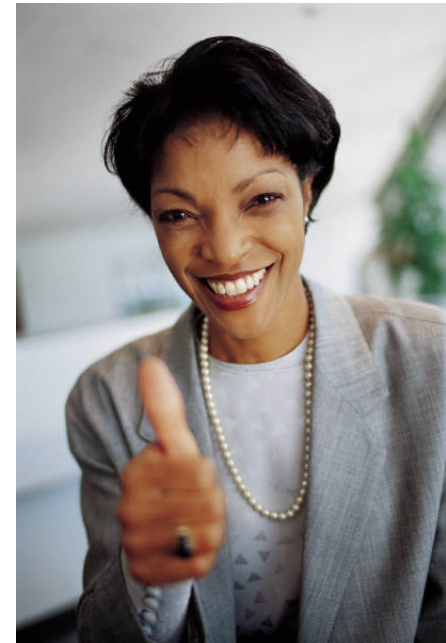
# Commercial Facilities



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# Small Business



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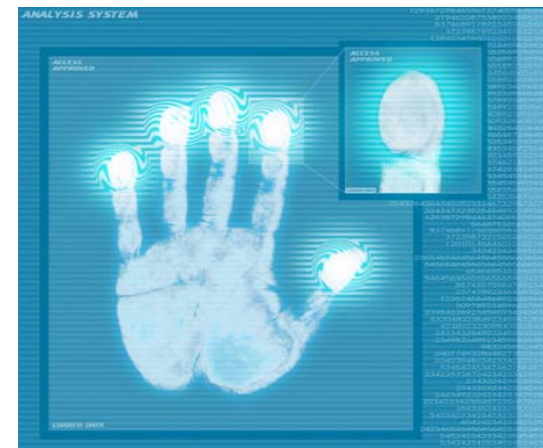
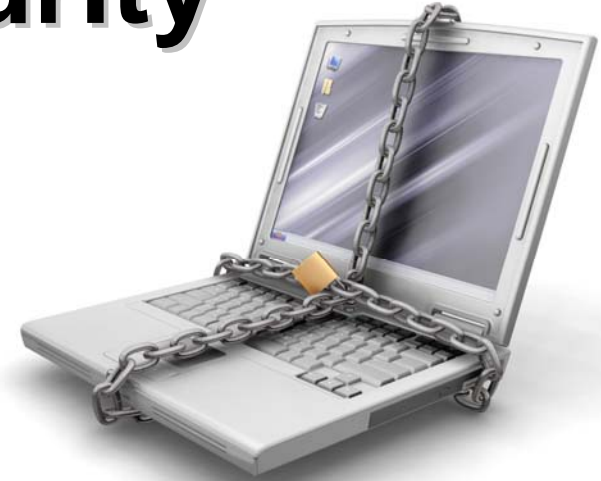
# Public Venues



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# Cyber Security



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# SAFETY Act: Encouraging Development and Commercialization of Transition Technologies

Examples:

**SPACEHAB, Inc: Miniature Mass Spectrometer**. A trace chemical detector designed to detect residues and vapors from explosives, chemical warfare agents, and toxic industrial chemicals. This can be done either through the sampling of ambient air or the use of swabs.

**Surveillance Consulting Group, Inc: Digital Radio Frequency Jammer**. A digital radio frequency jammer that can be used to block the remote detonation of improvised explosive devices (IEDs).

**VeriTainer Corporation, Inc: VeriSpreader™**. A crane-mounted radiation scanning device.

**MindCo, Inc: MINDS**. A security system that monitors the environment for the presence of nuclear spectra. Designed to detect and identify the presence of radionuclide elements.





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# **New Directions in Industrial Base Critical Infrastructure Protection: Reconciling Protection and Resiliency**

**Douglas J. Walters  
Senior Director – Operations Support  
Nuclear Energy Institute**



# Nuclear Plant Security

NRC REQUIREMENTS AND INDUSTRY PROGRAMS  
ARE PREDICATED ON THE NEED TO PROTECT THE  
PUBLIC FROM THE POSSIBILITY OF EXPOSURE TO  
RADIOACTIVE RELEASE CAUSED BY ACTS OF  
SABOTAGE BY THE DESIGN BASIS THREAT

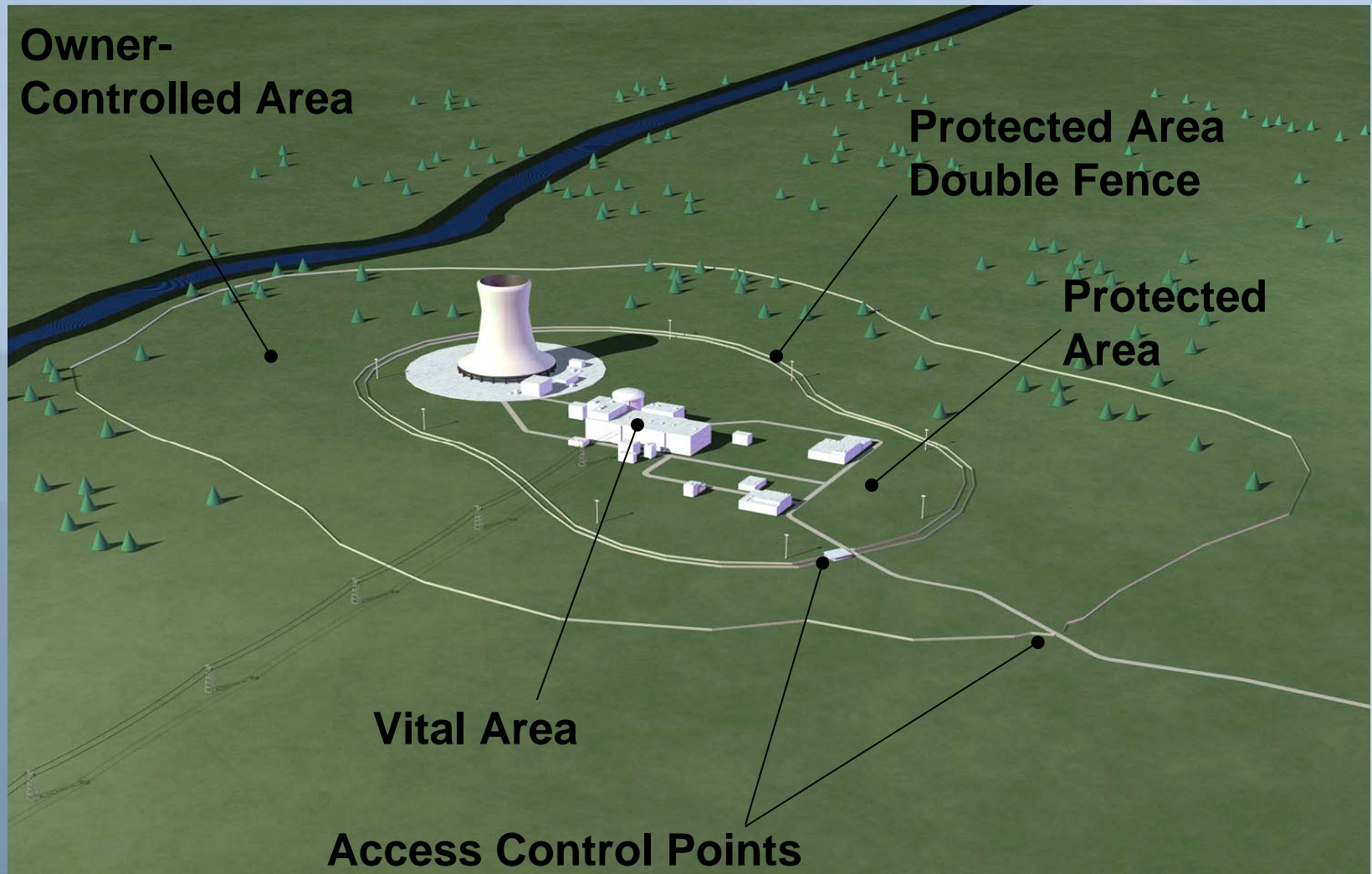


# Design Basis Threat

- **Several well trained dedicated adversaries**
- **Determined violent assault**
- **Hand held automatic weapons with silencers and with long range accuracy**
- **Insider assistance**
- **Incapacitating agents**
- **Explosives**
- **Vehicle bombs**
- **Vehicles as means of entry**
- **Cyber attacks**

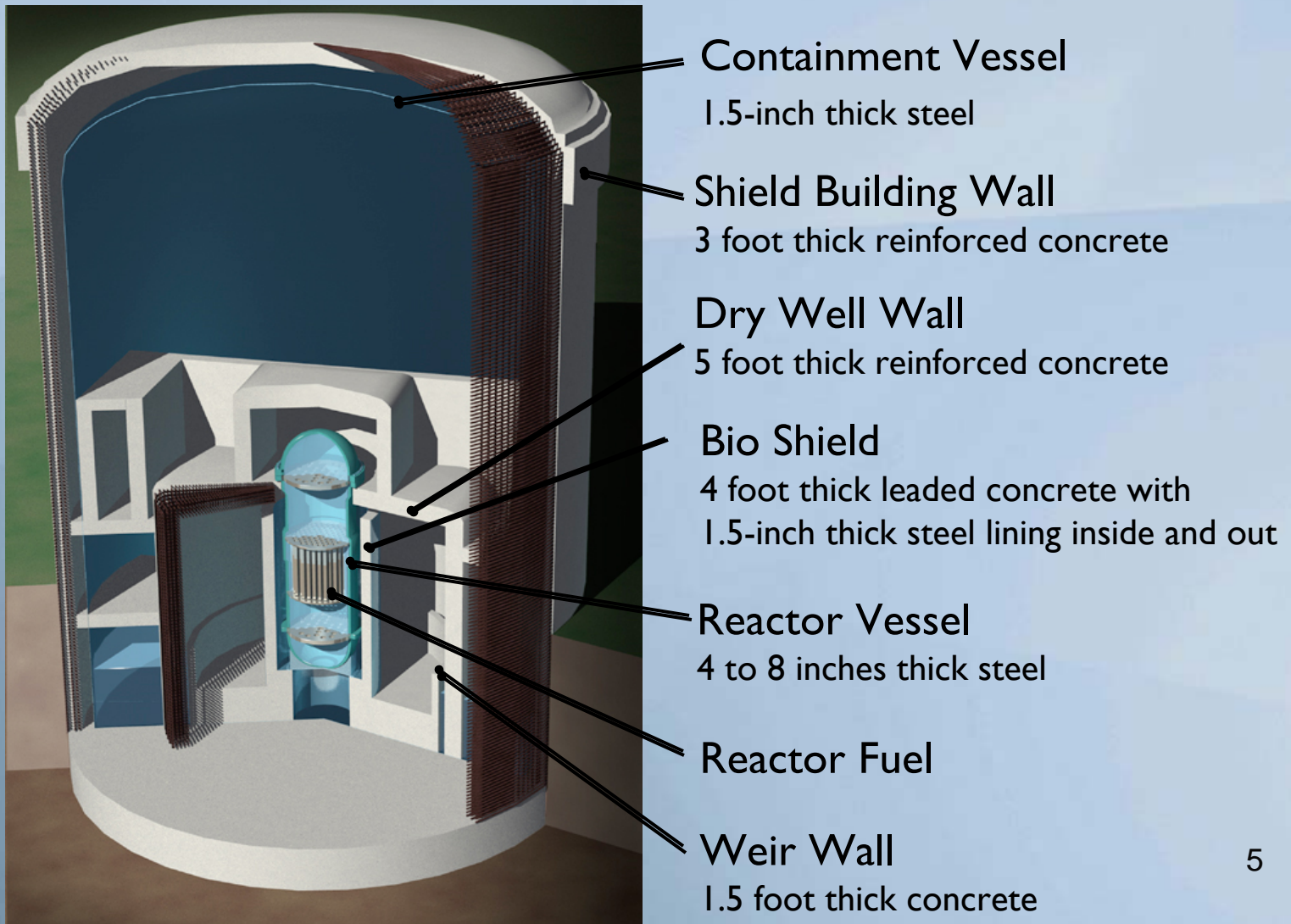


# Concentric Circles of Security



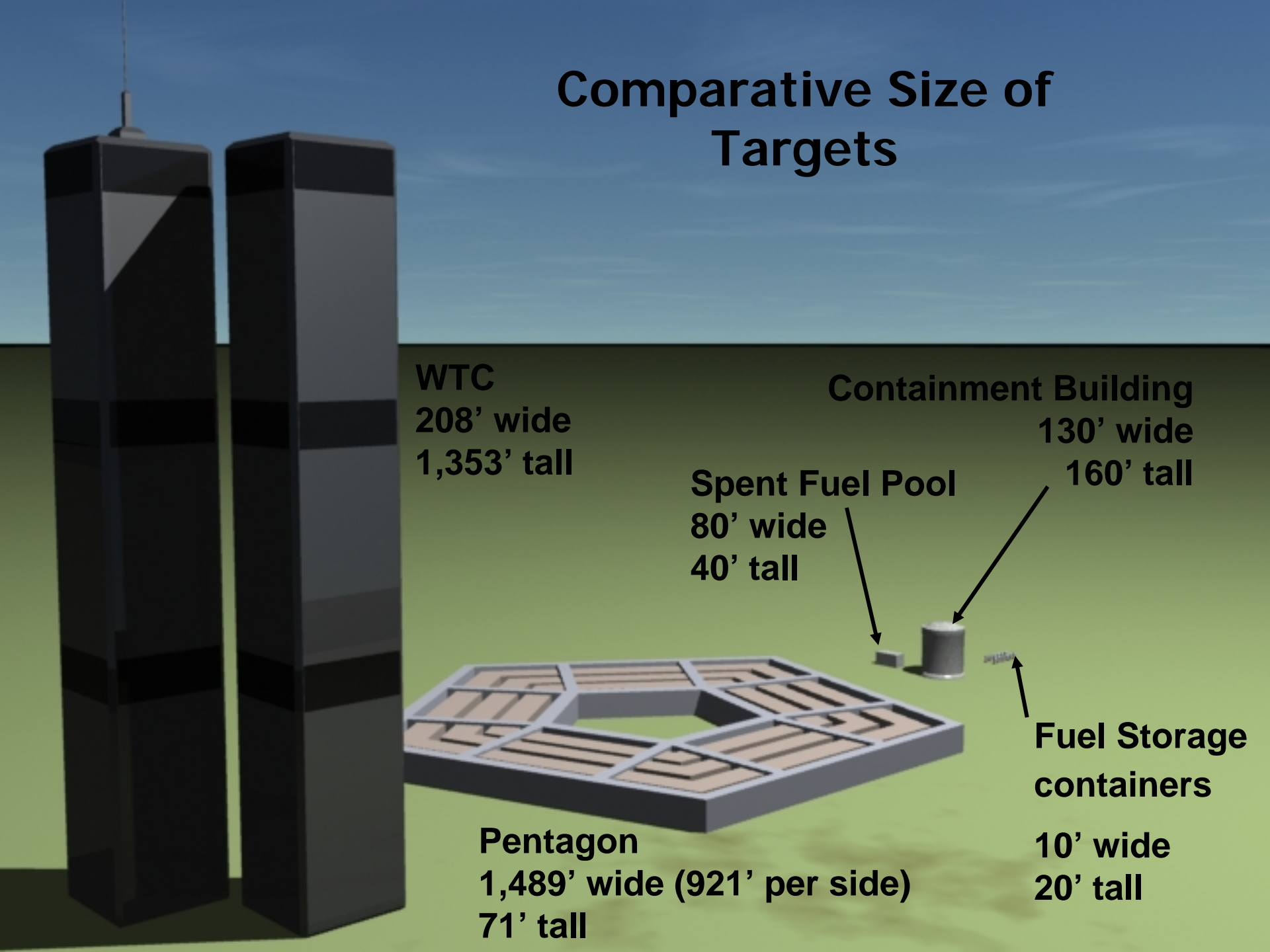


# Multiple Layers of Protection in a Robust Physical Structure





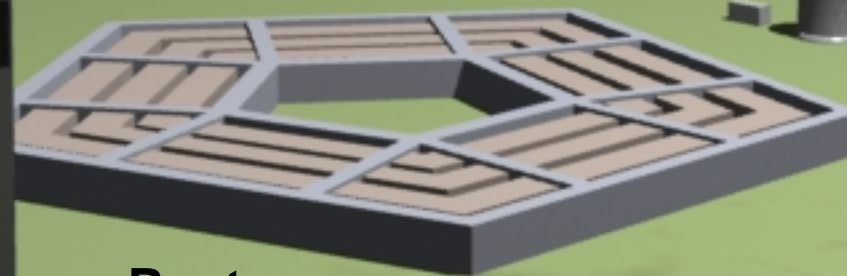
# Comparative Size of Targets



**WTC**  
208' wide  
1,353' tall

**Containment Building**  
130' wide  
160' tall

**Spent Fuel Pool**  
80' wide  
40' tall



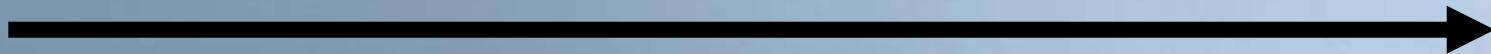
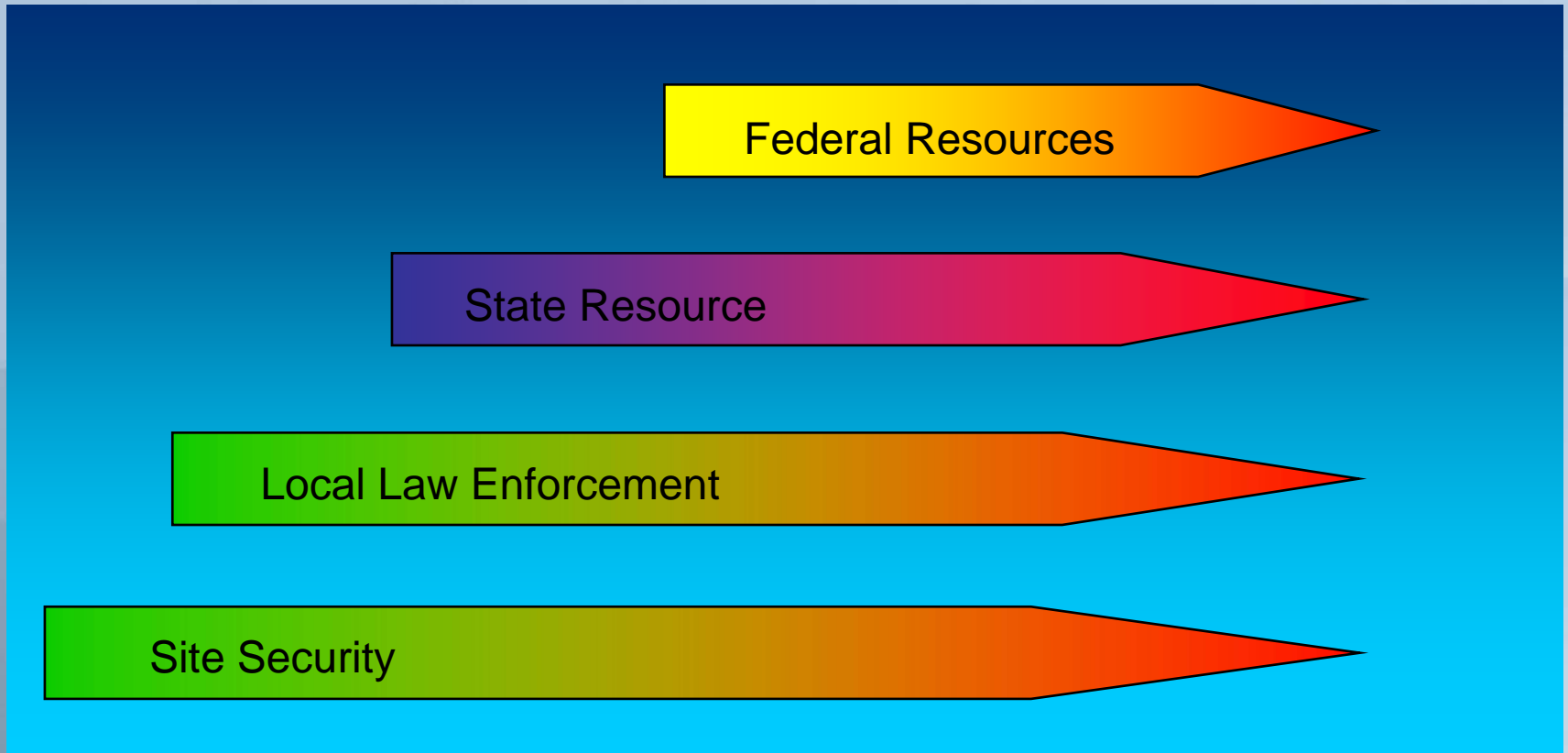
**Pentagon**  
1,489' wide (921' per side)  
71' tall

**Fuel Storage  
containers**

10' wide  
20' tall



# Integrated Threat Response



THREAT



# Preparedness

- **A 60% increase in number of officers**
- **Expenditures in excess of \$1.2 billion**
- **Additional protection against vehicle and waterborne bombs**
- **Improved operational readiness**



# Preparedness

- **Added and upgraded armament**
- **Revised Security and Emergency Plans**
- **Enhanced officer training**
- **Coordination with state and local officials**
- **Enhanced mitigation strategies for catastrophic events**



# Nuclear Sector Coordinating Council

- **Represents nuclear sector to federal government agencies**
- **Corresponding Government Council – DHS, NRC, DOE, FBI**
- **Establishes “Seat at the Table” for Security and Homeland Defense Issues**



# Initiatives

- **Risk Analysis and Management for Critical Asset Protection**
- **Comprehensive Reviews**
- **Post attack communications**
- **Routine threat briefings**
- **Pandemic Influenza preparation**



# Conclusions

- **Nuclear power plants are the most secure industrial facilities in the National infrastructure**
- **Industry has been extremely responsive and has significantly improved its ability to prepare for a significant terrorist attack**
- **Partnering through DHS is the way to integrate and leverage onsite and offsite resources in a meaningful and cooperative way**





U.S. Customs and  
Border Protection

# NDIA Homeland Security Symposium

September 10, 2008





# U.S. Customs and Border Protection

## Our Mission

We are the guardians of our Nation's borders.

We are America's frontline.

We safeguard the American homeland at and beyond our borders.

We protect the American public against terrorists and the instruments of terror.

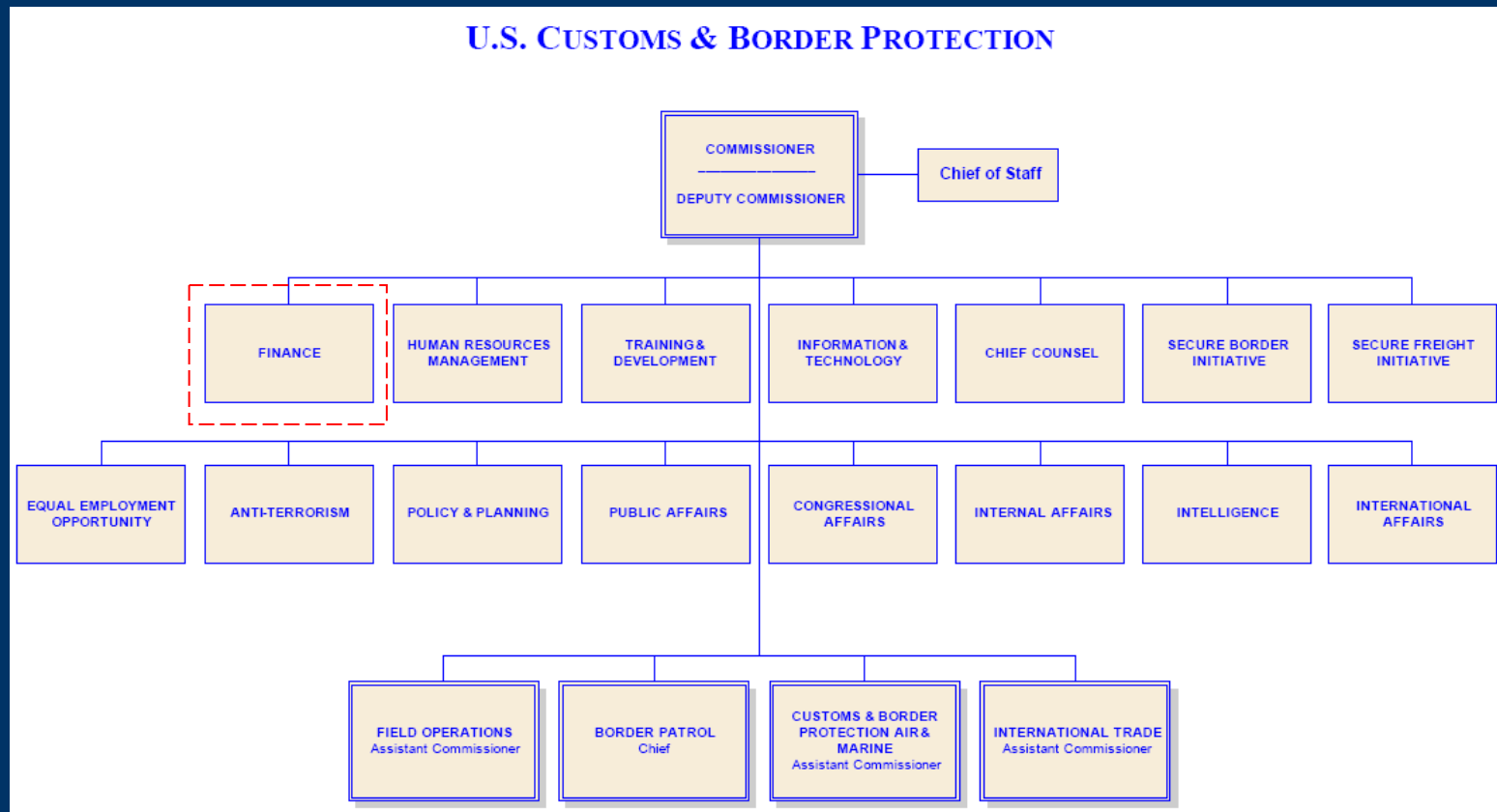
We steadfastly enforce the laws of the United States while fostering our nation's economic security through lawful international trade and travel.

We serve the American public with vigilance, integrity and professionalism.





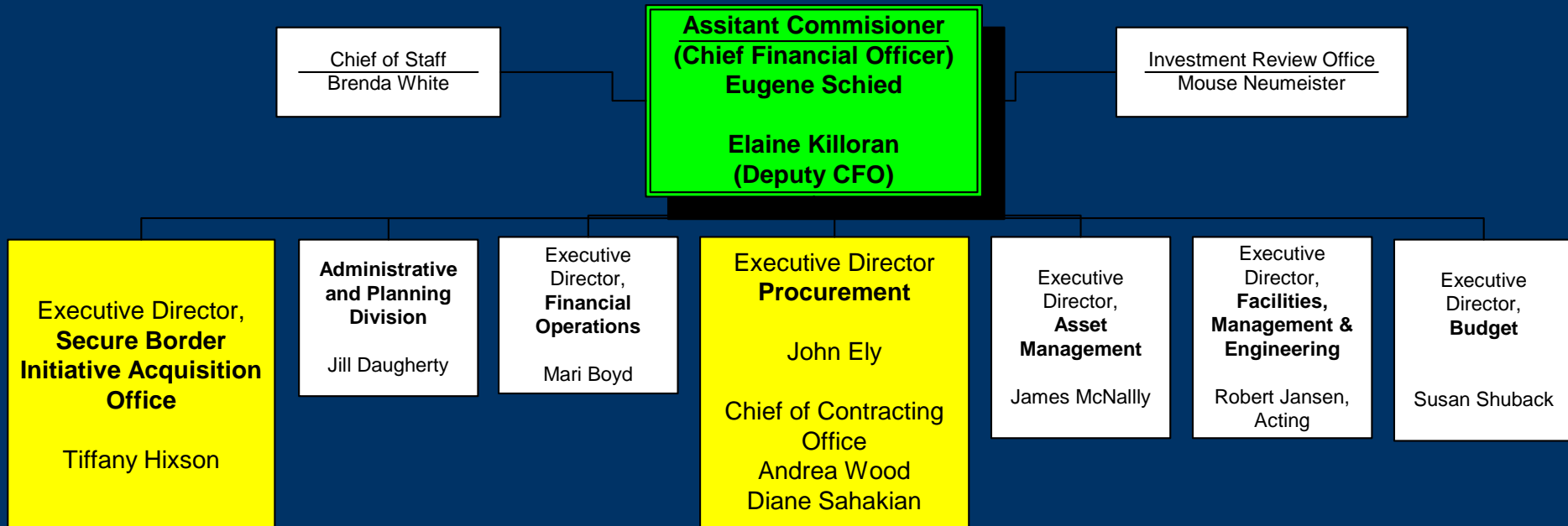
# CBP Organizational Chart







# U.S. Customs and Border Protection Office of Finance Organizational Chart

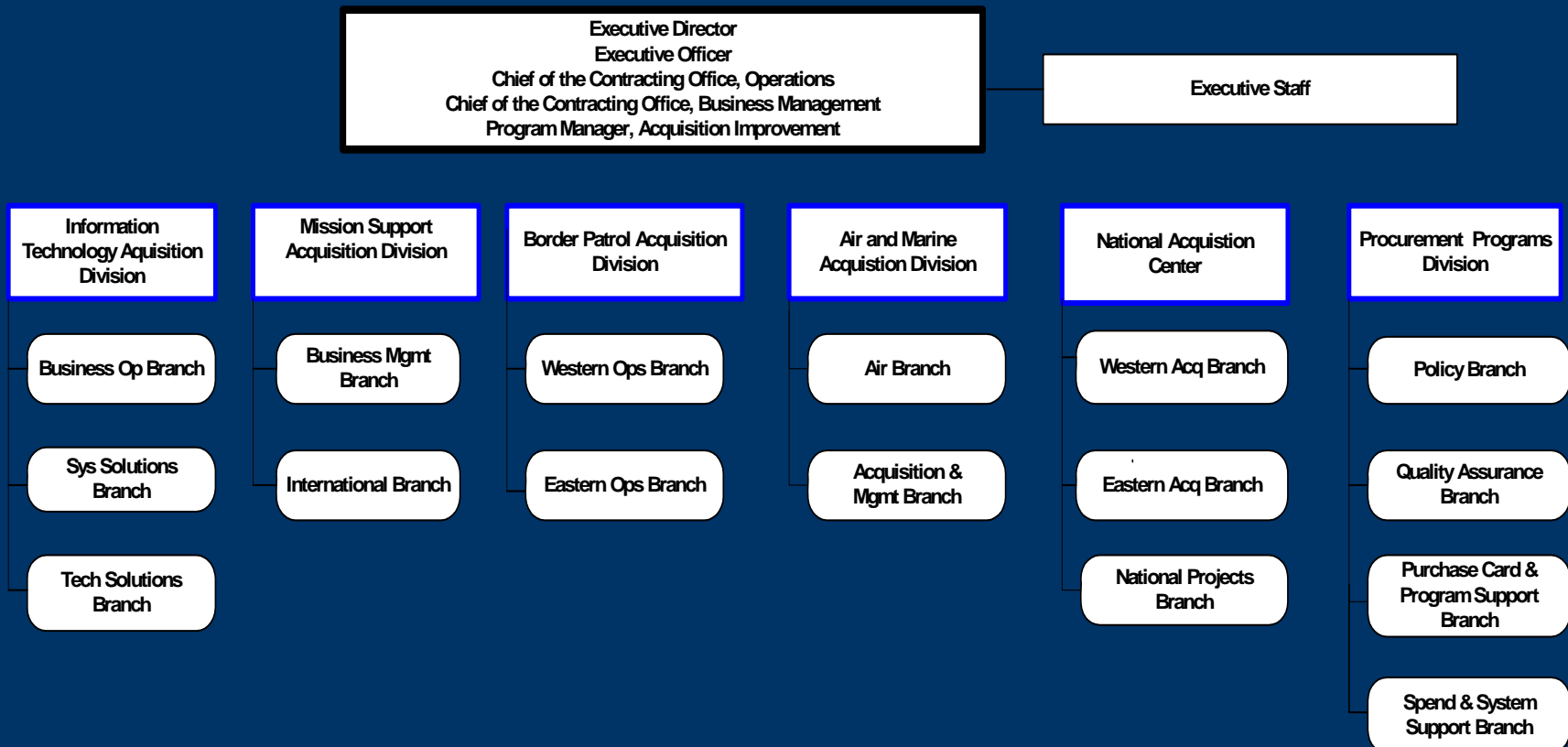






# U.S. Customs and Border Protection's Head of Contracting Activity (HCA) Organizational Chart

U.S. Customs and Border Protection  
Office of Finance  
Procurement Directorate



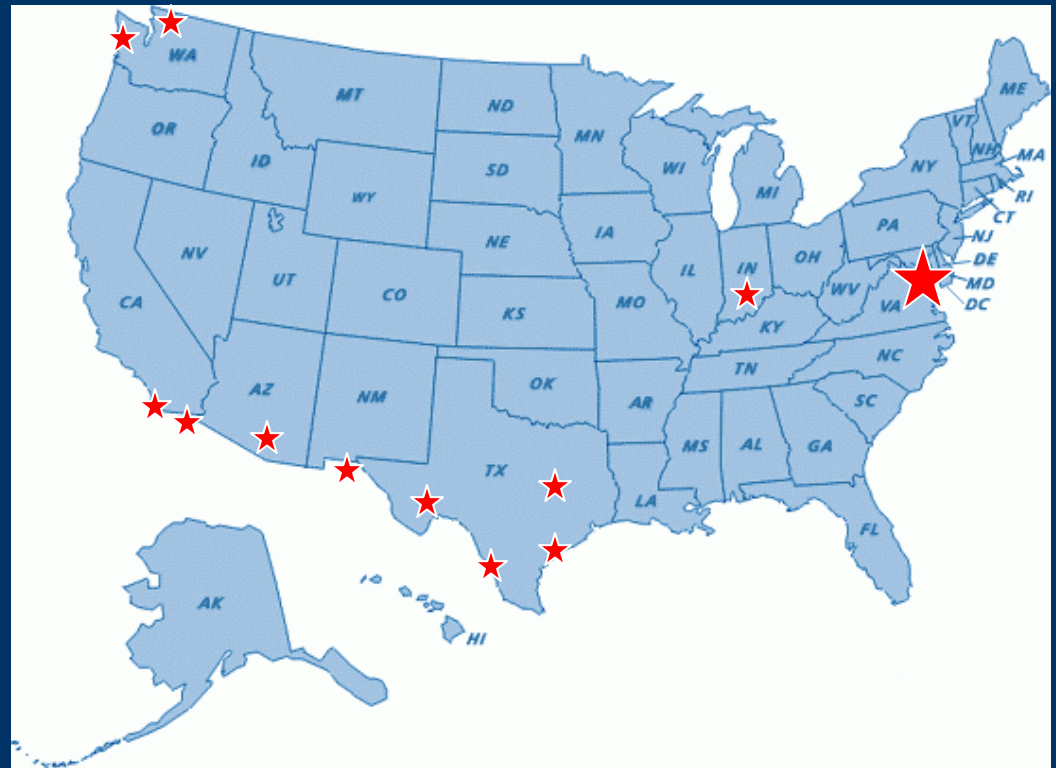




# U.S. Customs and Border Protection's Procurement Directorate Organization

CBP's Procurement Directorate is dispersed.

- Dallas, TX
- El Paso, TX
- Rio Grande Valley, TX
- Laredo, TX
- Del Rio, TX
- Blaine, WA
- Spokane, WA
- Tucson, AZ
- San Diego, CA
- El Centro, CA
- Indianapolis, IN
- Washington, DC







## U.S. Customs and Border Protection's Procurement Directorate Activities

- 2.75 Billion Spend in 2007
- Reverse Auctioning
- Strategic Sourcing
- Traditional Methods
- 14,507 Acquisitions
- 278,637 P-card Transactions







# U.S. Customs and Border Protection's Procurement Directorate Features

'We ensure the timely acquisition of all goods and services needed to carry out the mission of U.S. Customs and Border Protection.'



**What we buy:**

**Food and Beverage Items, Body Armor, Ammunition, Uniform Rental & Laundry Services**





# U.S. Customs and Border Protection's Procurement Directorate Activities

## ■ What we buy

- Canines
- Uniforms
- HR Management Services
- Training
- Radios
- Horses







# U.S. Customs and Border Protection's Procurement Directorate Activities

## ■ What we buy:

- Airplanes, maintenance, parts and services
- Helicopters
- Boats
- Information Technology equipment and services
- Non-Intrusive Inspection Devices







# U.S. Customs and Border Protection's Procurement Directorate Activities

- What we buy:
  - Night Vision Goggles
  - Grounds & Facilities Maintenance
  - Gun Cases







# Continuous Improvement

- Acquisition Improvement Initiative (AI<sup>2</sup>)
  - Systematic approach and framework to improve operations
  - Focuses dedicated resources on managing improvement initiatives
  - Coordinates organization-wide view of initiatives and best practices
  - Balances the challenge of accomplishing continuous improvement and daily work activities
  - ABCD Model



U.S. Customs and  
Border Protection



# Continuous Improvement – Why?

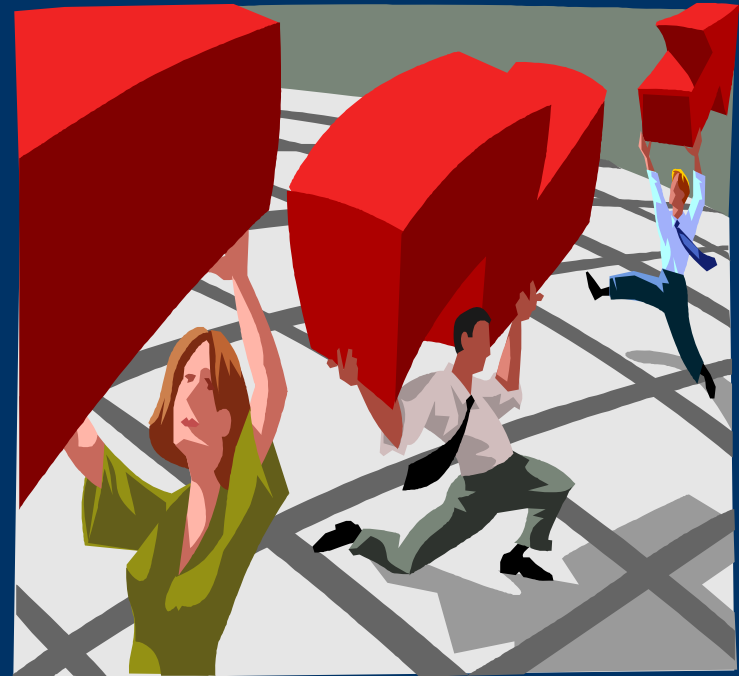
- The growing size, complexity, and speed of the mission demands it
- Our customers are improving
- Our customers and our people tell us there is room for improvement
- We want to be the best organization we can be





# The means to improve: AI<sup>2</sup>

- The Acquisition Improvement Initiative - a program, but more than that
- Continuous improvement fully integrated into the organization's culture, mission, goals, and daily activities

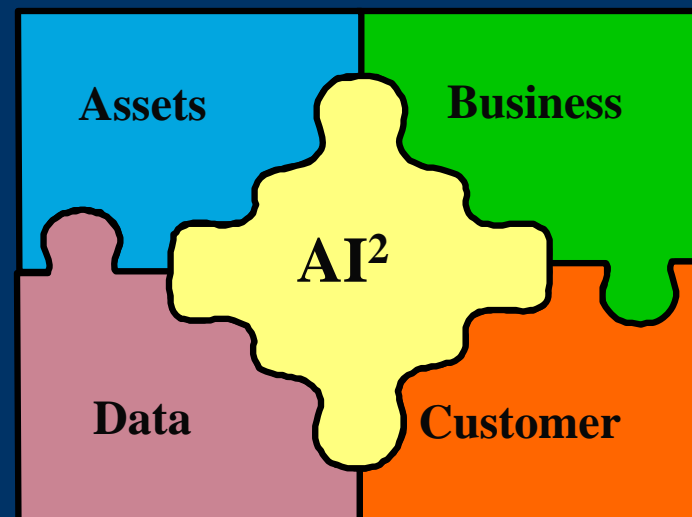






# AI<sup>2</sup>

- **Assets**
  - People, leadership, tools
- **Business**
  - Processes
- **Customer**
  - Needs, expectations and relationships
- **Data**
  - Informed decision making using data



U.S. Customs and  
Border Protection



# AI<sup>2</sup> teams' focus: Issues affecting customers and Procurement

| Assets   | Business  | Customer   | Data  |
|--|---|--|---|
| <ul style="list-style-type: none"><li>➤ Quality of Life</li><li>➤ Knowledge Management</li><li>➤ Skills</li><li>➤ Human Capital Management<ul style="list-style-type: none"><li>▪ Recruiting</li><li>▪ Hiring</li><li>▪ Retention</li></ul></li><li>➤ Leadership Development</li></ul> | <ul style="list-style-type: none"><li>➤ Procurement Processes</li><li>➤ 1101 Organization</li><li>➤ Quality Assurance</li><li>➤ Disaster Preparedness</li><li>➤ Contract Administration</li></ul> | <ul style="list-style-type: none"><li>➤ Customer Education</li><li>➤ COTR Training and Education</li><li>➤ Executive Education</li><li>➤ Communication</li><li>➤ OF EOY Lessons Learned</li><li>➤ Customer Service Awareness</li></ul> | <ul style="list-style-type: none"><li>➤ Spend Analysis</li><li>➤ Reports</li><li>➤ Measures and Metrics</li><li>➤ Contract Sources</li><li>➤ Strategic Sourcing</li><li>➤ Systems</li></ul> |





# Knowledge Management

Knowledge Management (KM):

ability to form a collection of structures and processes aligned to leverage human know-how and acquire the maximum return for an organization

Benefits of KM:

- ✓ Retain institutionalized knowledge
- ✓ Identify, store, manage, market and access best practices
- ✓ Share lessons learned
- ✓ Maximize group collaboration and facilitate communication
- ✓ Promote business process innovation
- ✓ Leverage individual experience and expertise
- ✓ Facilitate communication
- ✓ Increase interaction with internal and external customers
- ✓ Accelerate development of workforce knowledge and expertise



U.S. Customs and  
Border Protection



# ARMS

Acquisition Resource  
Management System

Knowledge Management.  
Simple. Smarter.



U.S. Customs and  
Border Protection





# Contacts

- John Ely, Executive Director Procurement (202) 344-1472
- Tiffany Hixson, Executive Director Secure Border Initiative (202) 344-2500
- Diane Sahakian, Business Operations Chief Of Contracting (202) 344-1123
- Andrea Wood, Business Management Chief of Contracting (202) 344-1814
- Patricia Larsen, Business Improvement Director (202) 344-1139
- Frances Smith, Acquisition Resource Management System Chief Knowledge Officer (202) 344-2706
- Brenda Long, Secure Border Initiative Chief Knowledge Officer (202) 344-1259





# DHS Acquisition

Briefing for the  
NDIA  
Homeland Security Symposium



# The Panel

- Thomas W. Essig: Chief Procurement Officer
- Soraya Correa: Director, Office of Procurement Operations (OPO)
- John H. Ely: Executive Director, Customs and Border Protection (CBP)



# Department of Homeland Security Mission

- Prevent terrorist attacks within the United States
- Reduce America's vulnerability to terrorism
- Minimize damage from potential attacks and natural disasters



Emergency Management





# Department of Homeland Security History

## The Homeland Security Act of 2002:

**United 22** previously disparate domestic agencies into one coordinated department to protect the nation against threats to the homeland.



Effective March 1, 2003



# Heads of Contracting Activities (HCA)s

## Initial

CBP  
FEMA  
FLETC  
ICE  
TSA  
USCG  
USSS

## Subsequent

CBP/SBI

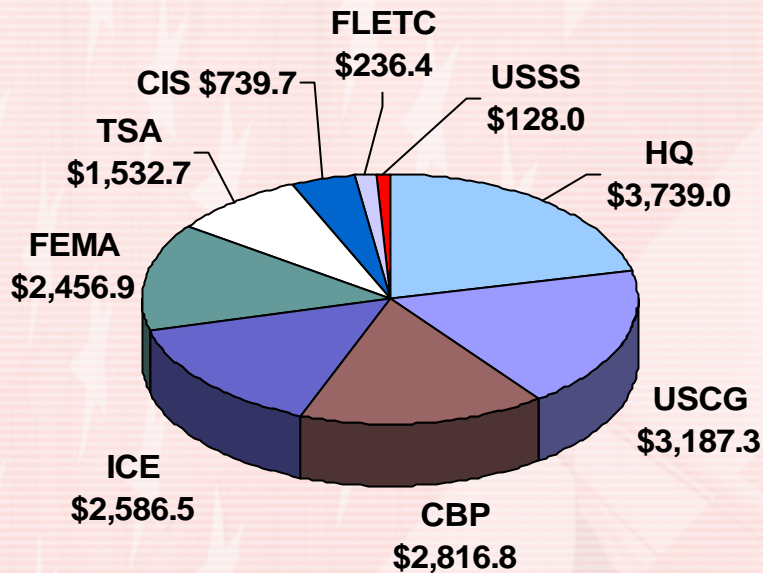
OPO

OSA



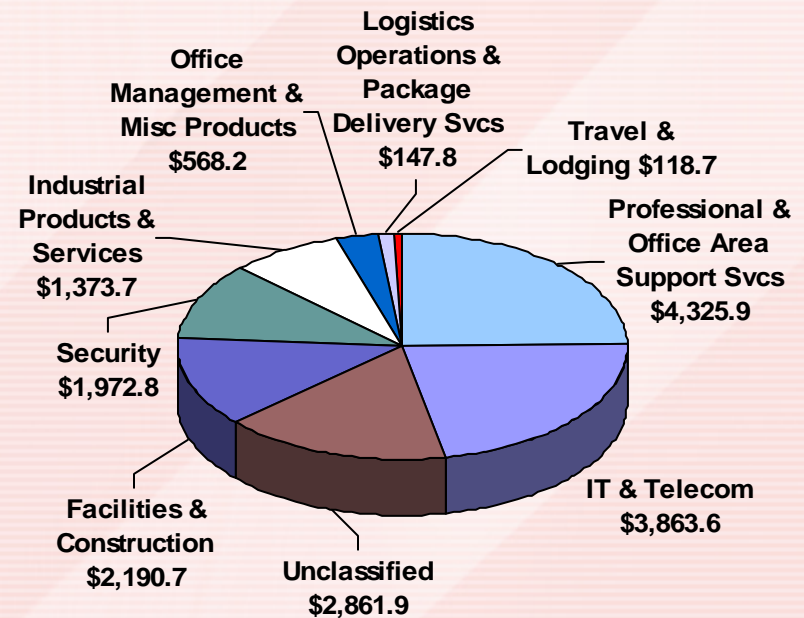
# DHS Procurement – 2007 Spend Data

**FY07 DHS SPEND  
SPEND BY COMPONENT  
TOTAL SPEND = \$17,423.3M**



Source: FY07 Procurement systems, P-card data, SSP analysis

**FY07 DHS SPEND  
SPEND BY COMMODITY FAMILY  
TOTAL SPEND = \$17,423.3M**



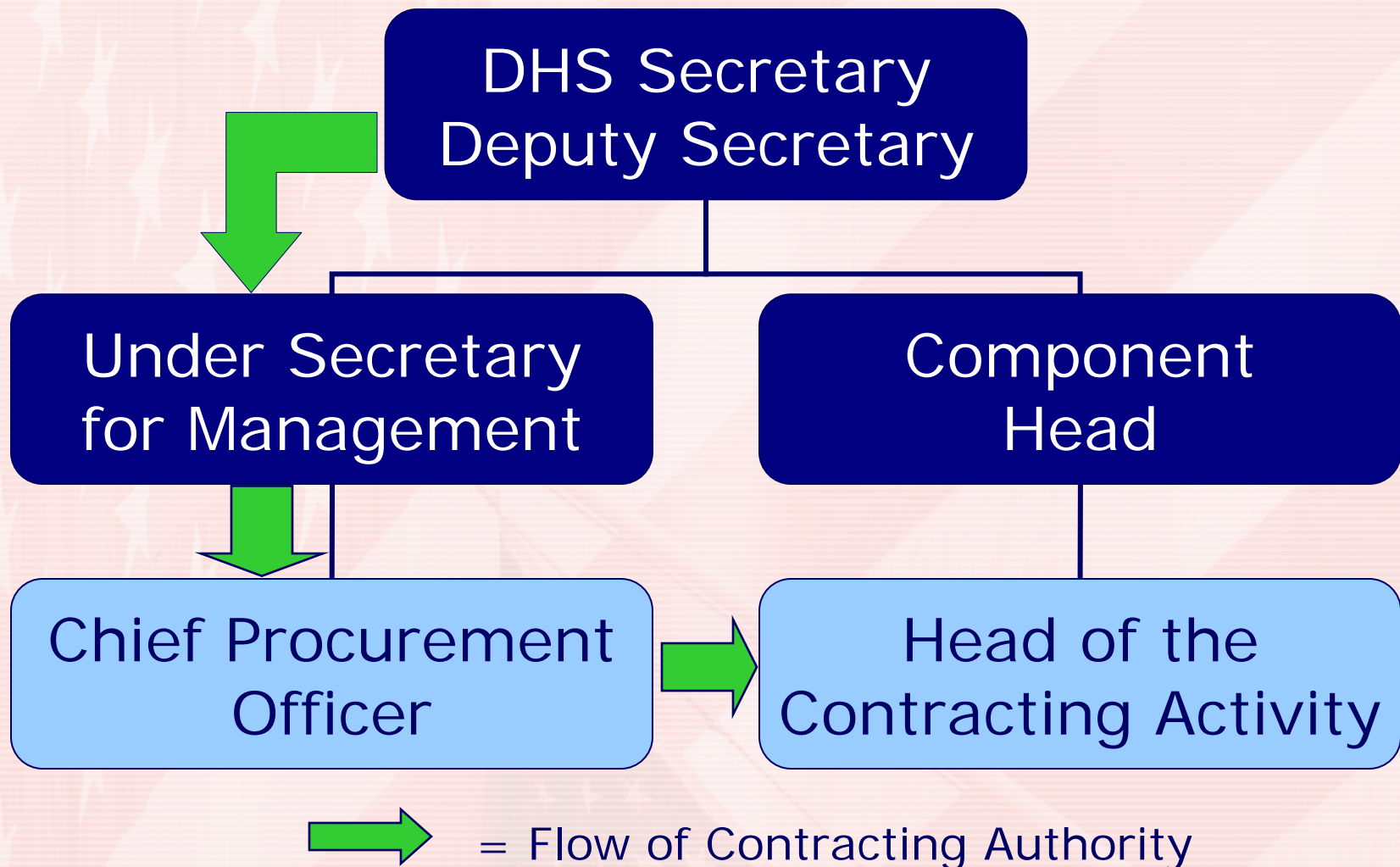
Source: FY07 Procurement systems, P-card data, SSP analysis

## KEY FINDINGS

- The largest spend component is DHS HQ with \$3.7B in spend in support of agency mission areas
- Professional Services is the largest Commodity Family with 25% of FY07 spend
- 16.4% of "Unclassified" data is attributed to a lack of FSC and line item information within the underlying procurement data systems



# Dual System of Accountability (Contracting)





# DHS Chief Procurement Officer's FY 2008 Priorities

## 1. Quality Contracting

- Goal: To make good business deals
- Goal: To perform effective contract administration

## 2. Quality Acquisition Management

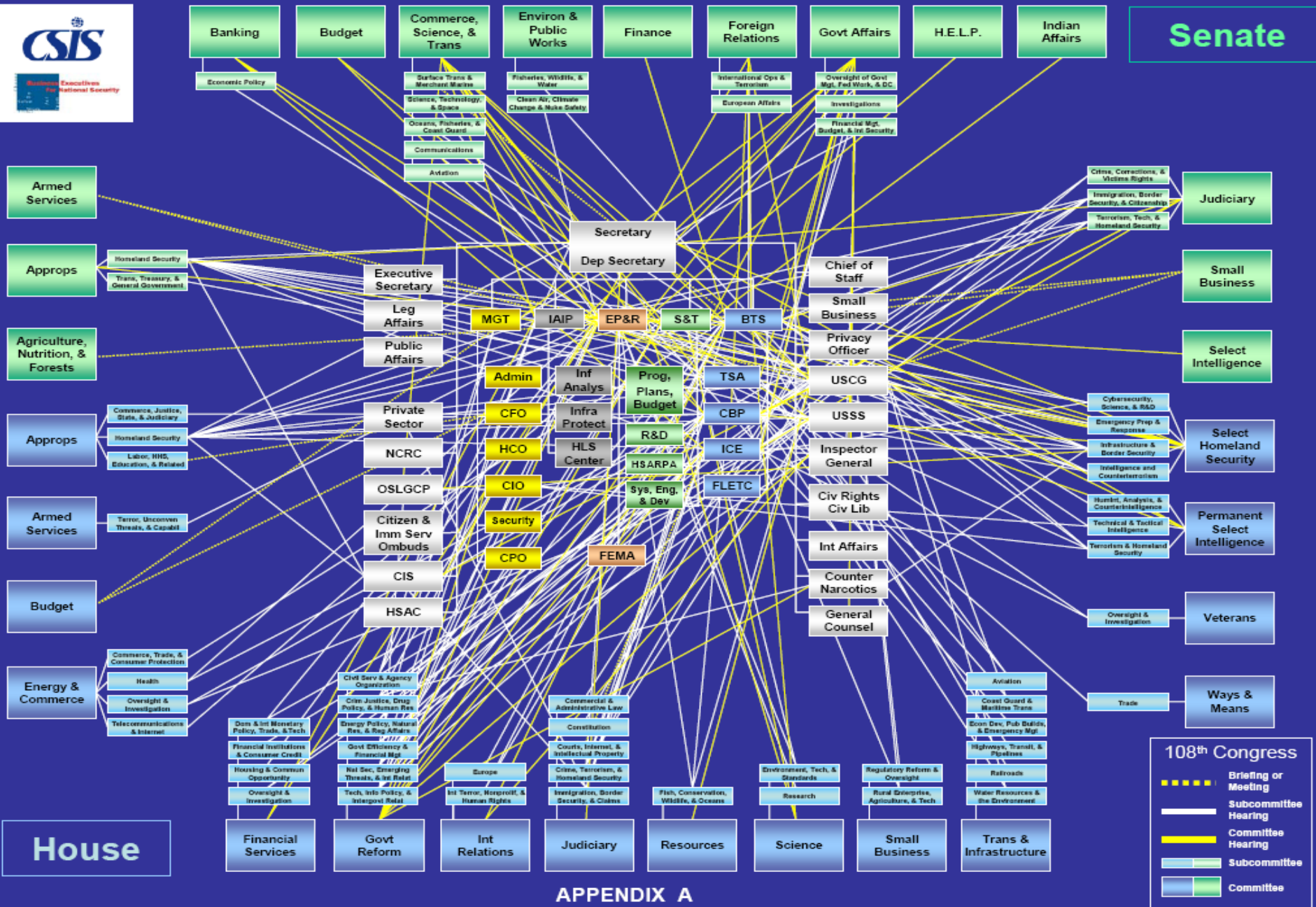
- Goal: To improve the quality of program management throughout DHS

## 3. Quality People

- Goal: To build and sustain the DHS Acquisition Workforce



# Congressional Oversight





# For more information on DHS contracting and business opportunities:

**Open For Business** centralizes information to let every business in America know how to work with the Department of Homeland Security. Designed to assist the business community, we include links to contracts, grants, small business opportunities, research and development and contacts.



[www.dhs.gov/openforbusiness](http://www.dhs.gov/openforbusiness)



# **New Directions in Industrial Base Infrastructure Protection — Voluntary Private Sector Preparedness Standards**

September 8, 2008



Homeland  
Security

***Dr. Kevin J. Reardon  
Deputy Assistant Secretary  
Infrastructure Protection***



# The Voluntary Private Sector Preparedness Program

Improving Private Sector Preparedness in:

- Disaster Management
- Emergency Management
- Business Continuity

***Goal: Enhance nationwide resilience  
in an all hazards environment***

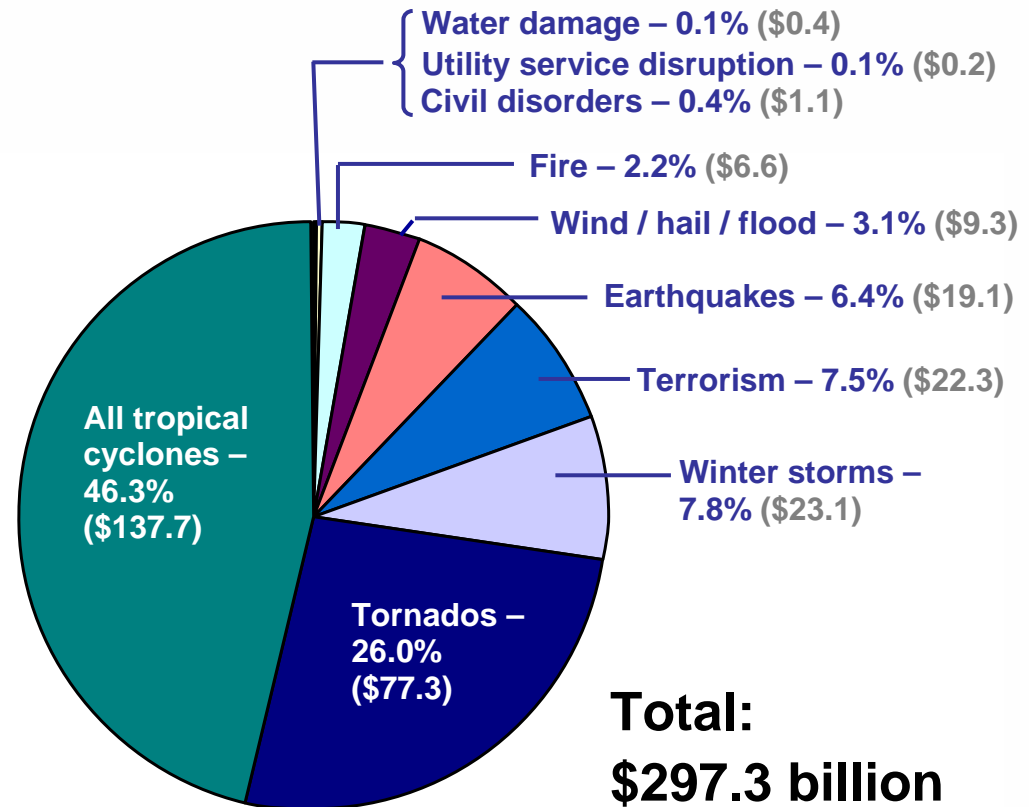


# Major Disasters' Costs Are Increasing

## Causes and Costs of U.S. Catastrophic Losses

1987 to 2006 (2006 \$ billions)

Munich Re, the world's largest re-insurance agency, reports that in 2004, disaster-related loss in the U.S. was up \$145 billion – from \$65 billion in 2003





# Voluntary Private Sector Preparedness Program

## *The Concern*

### **The 9/11 Commission report found that:**

- The private sector remains largely unprepared for a terrorist attack
- Lack of a widely embraced private sector preparedness standard was a principal contributing factor to this lack of preparedness

***Recommended adoption of a national standard for disaster management, emergency management, and business continuity programs***





# Voluntary Private Sector Preparedness Program (Cont.)

## *Mandated Action*

The 9/11 Act directs DHS to establish a “Voluntary Private Sector Preparedness Accreditation and Certification Program”

## *DHS Key Requirements*

- Establish accreditation and certification program
- Obtain stakeholder / public comment
- Select preparedness standards for use



# Key Program Requirements

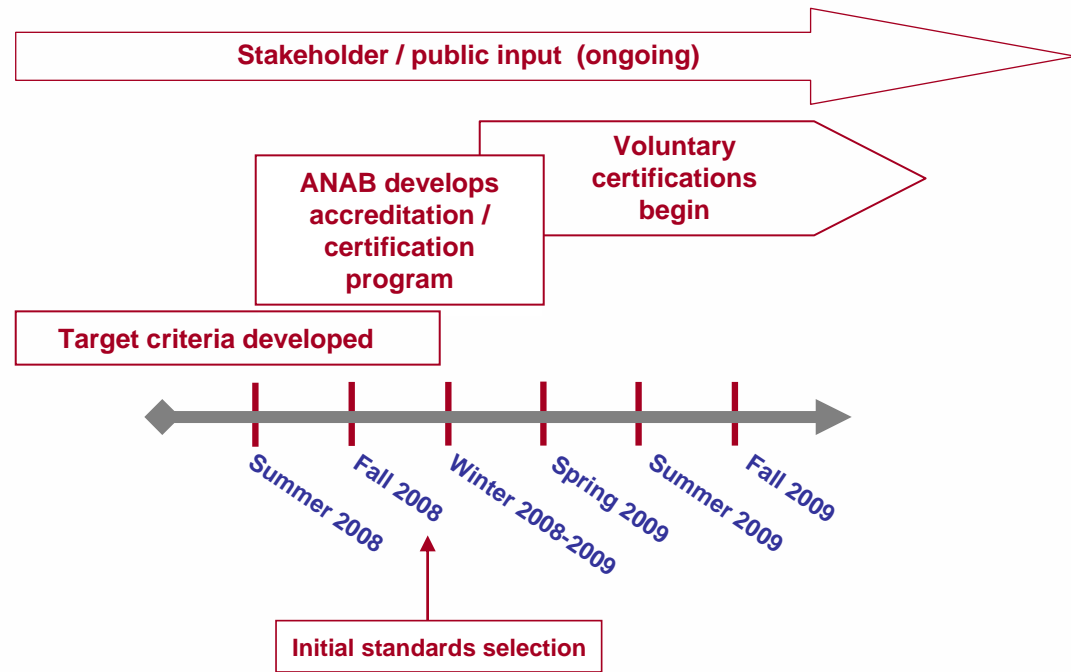
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- Voluntary participation
- Provide method to independently certify preparedness of private sector entities
- Administered by nongovernmental entity
- DHS designate one or more standards based on published target criteria
- Integrate and leverage existing regulatory requirements and programs, if feasible
- DHS maintain a listing of certified public entities and make public a list of consenting participants
- Special consideration for small business



# Program Timeline

- **Incorporate stakeholder / public input**
  - 2008 and ongoing
- **Develop target criteria**
  - Fall 2008
- **Develop accreditation and certification program (ANAB)**
  - Summer 2008—Spring 2009
- **Select initial standards**
  - Fall 2008
- **Perform initial accreditation of certifying bodies**
  - TBD: Expected by early 2009
- **Begin voluntary certifications**
  - TBD: 2009



***Criteria and standards will evolve over time – 3 to 5 years required to update standards***



# Outcomes

- Enhanced national all-hazards resilience
- Improved private sector preparedness
  - Disaster management
  - Emergency management
  - Business continuity

***Private sector acceptance and  
active participation***





# Homeland Security





# *Filter Testing-Performance Analysis and Performance Enhancement*

*Thomas E. Sutto, Ph.D.  
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Naval Research Laboratory*





# *Objectives of Testing*

Part 1: What to test?

Part 2: How to test it?

**Part 3: How to translate laboratory testing to meaningful data to the user community.**





# *Industrial Chemicals*



These few selected industrial uses are only a small subset of the over **5000** chemical manufacturing and processing facilities worldwide.





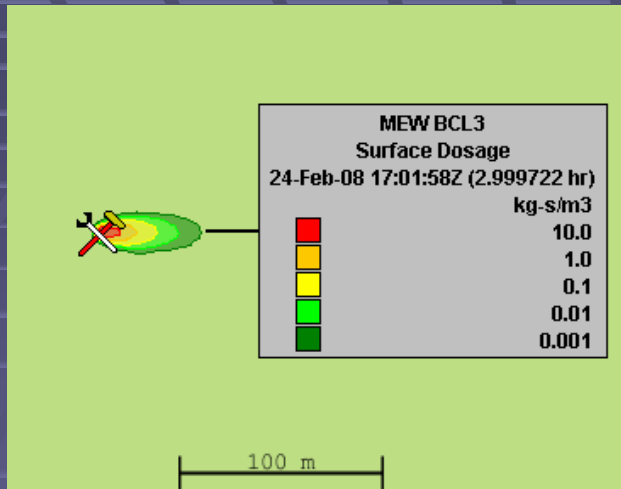
## *What to test?*

1. Over 5000 chemical facilities worldwide
2. An even greater number of distributors
3. TIC prioritization focused on a comprehensive risk management of what we do not know:
  - Absolute global production levels
  - Absolute global distribution amounts



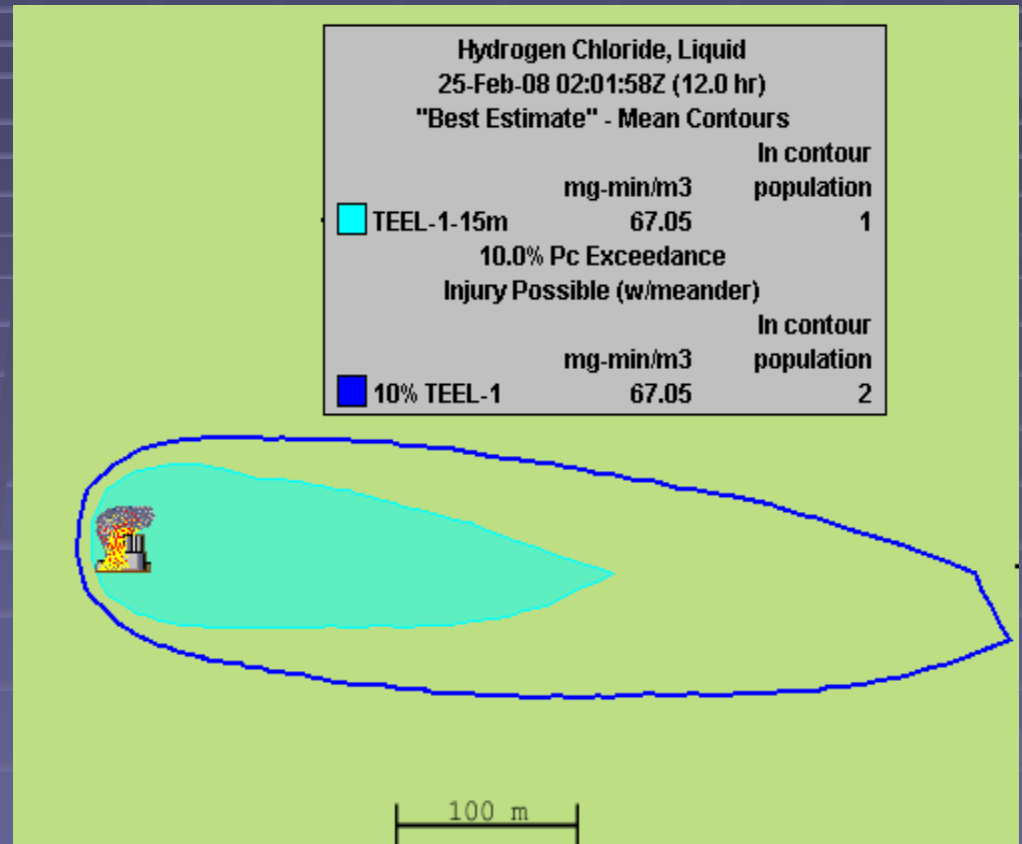


# *Assess the actual environmental hazard*



## Inputs:

- (1) Chemical Reactivity
- (2) Decay rate fed into model
- (3) Container Regulations



## Outputs:

- (1) Major By-product: Hydrogen Chloride
- (2) Release Modeled as such





## *How to test?*

### **1. Challenge Levels**

- **Scenario Modeling (For T&E purposes)**
- **Vignette Modeling (For operational analyses)**

### **2. Breakthrough Levels**

### **3. Detection Approaches**

- **Multiple species may be present**

### **4. Chemical Class Analysis**

### **5. Humidity Effects**





## *Scenario Modeling*

### **For each prioritized TIC:**

- 1. Utilize DOT/UN transport regulations to determine large, moderate and asymmetric releases.**
- 2. Determine maximum challenge levels at set distances**
  - (100, 500, 1000 meters)
- 3. Consider operational relevance to challenges.**
  - At 100 meters from a large rail car explosion-is the threat an inhalation hazard or a blast hazard?





# *Challenge Levels*

## Test a range of concentrations (Scenario Driven)

- Performance curve generated vs. single data point
- Extrapolation of performance for any vignette





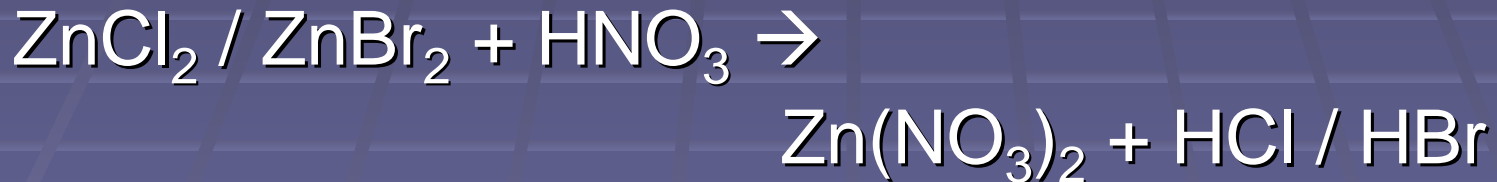


## *How to detect?*

Consider  $\text{NO}_2$ :

Humidity – partial conversion to  $\text{HNO}_3$  and  $\text{HNO}_2$

Reactions with different impregnates:



**Develop capability for in-line detection of multiple species.**





## *How to detect?*

One example:

- Use of ion selective-electrochemical sensors
- Commonly available for industry
- Below lists a few of those with high sensitivity and limited cross interference

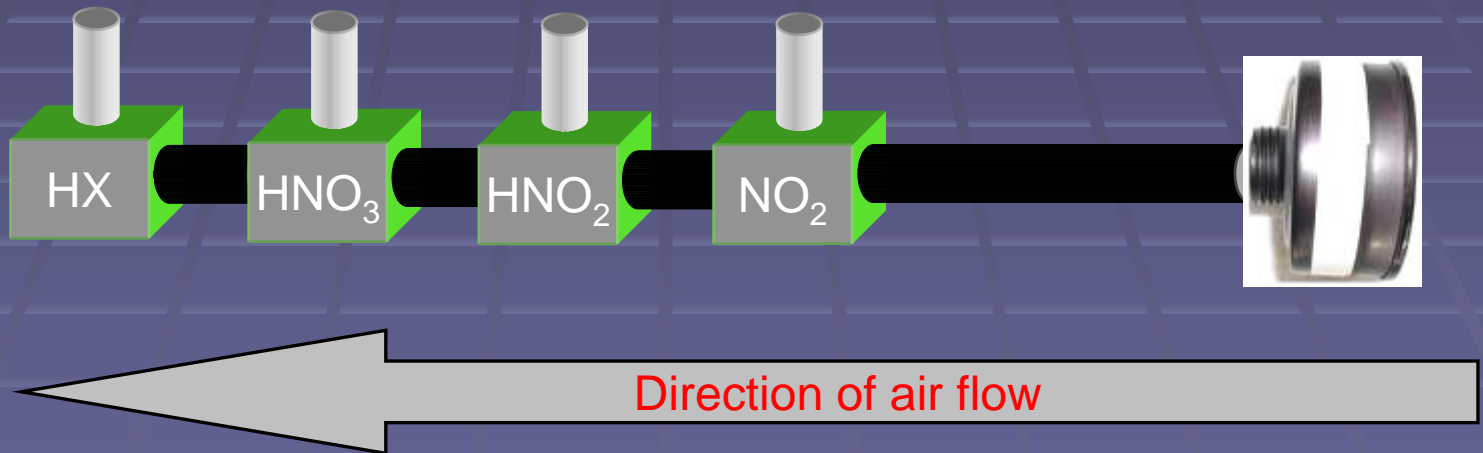
|  |  |                                 |
|--|--|---------------------------------|
| Acrylonitrile (AN)                         | Fluorine (F <sub>2</sub> )                             | Nitric Acid (HNO <sub>3</sub> ) |
| Ammonia (NH <sub>3</sub> )                 | Formaldehyde   | Nitric Oxide (NO)               |
| Arsine (AsH <sub>3</sub> )                 | Hydrazine (N <sub>2</sub> H <sub>4</sub> )             | Nitrogen Dioxide                |
| Benzene (C <sub>2</sub> H <sub>6</sub> )   | Hydrogen Bromide                                       | N <sub>2</sub> O                |
| Bromine (Br <sub>2</sub> )                 | Hydrogen Chloride                                      | Ozone (O <sub>3</sub> )         |
| Butadiene (C <sub>4</sub> H <sub>6</sub> ) | Hydrogen Cyanide                                       | Phosgene (COCl <sub>2</sub> )   |
| Carbon Monoxide                            | Hydrogen Fluoride                                      | Phosphine (Ph <sub>3</sub> )    |
| Chlorine (Cl <sub>2</sub> )                | Hydrogen Sulfide                                       | Styrene                         |
| Cyclohexane                                | MEK (CH <sub>3</sub> COC <sub>2</sub> H <sub>5</sub> ) | Sulfur Dioxide                  |
| Ethylene Oxide                             | Methyl Bromide   | Vinyl Chloride                  |





## *How to detect?*

### Simple t-cell detection set-up







# *Class Based Analysis*

## Dual Use of a chemically based Class Analysis

- Risk mitigation of the unknown absolute scoring of a chemical's presence globally.
- Class based analysis to assess filter performance against other related chemicals not tested.





# *Chemical Classes in Prioritization*



**Oxidizers-includes “acid gases”, and “acid forming gases” such as chlorine or fluorine.**

**Reducers-includes ammonia and the other hydrides, as well as the hydrazines and amines.**

**Lachrymators- self-polymerizing “tear causing chemicals”→ acrylonitrile, acrolein, allyl alcohol, methyl isocyanate and phosgene.**

**Volatile Organics- simple, volatile solvents such as carbon disulfide or carbon tetrachloride.**

**Pest/Herbicide-called due to toxicity, stability and current/past global distribution**

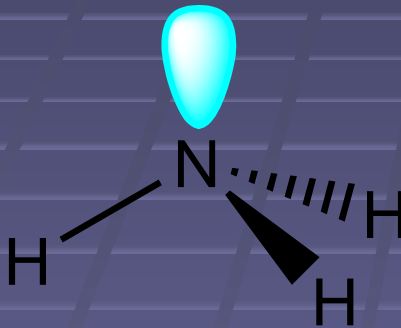
**From initial ranking, select those with the highest scores in each Class to ensure that all classes are represented.**



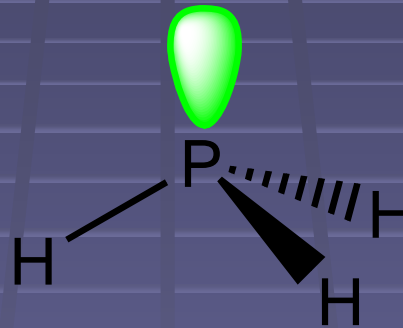


# *Class Based Analysis in Filter Testing*

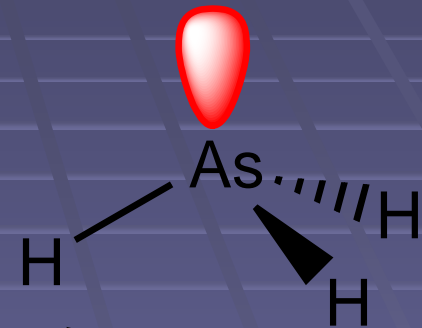
Ammonia



Phosphine



Arsine



Increasing reactivity (stronger reducing agent)

Increasing stability in the environment

Increasing ability to filter (increasing capacity)





## *Humidity Effects and Anhydrous Gases*

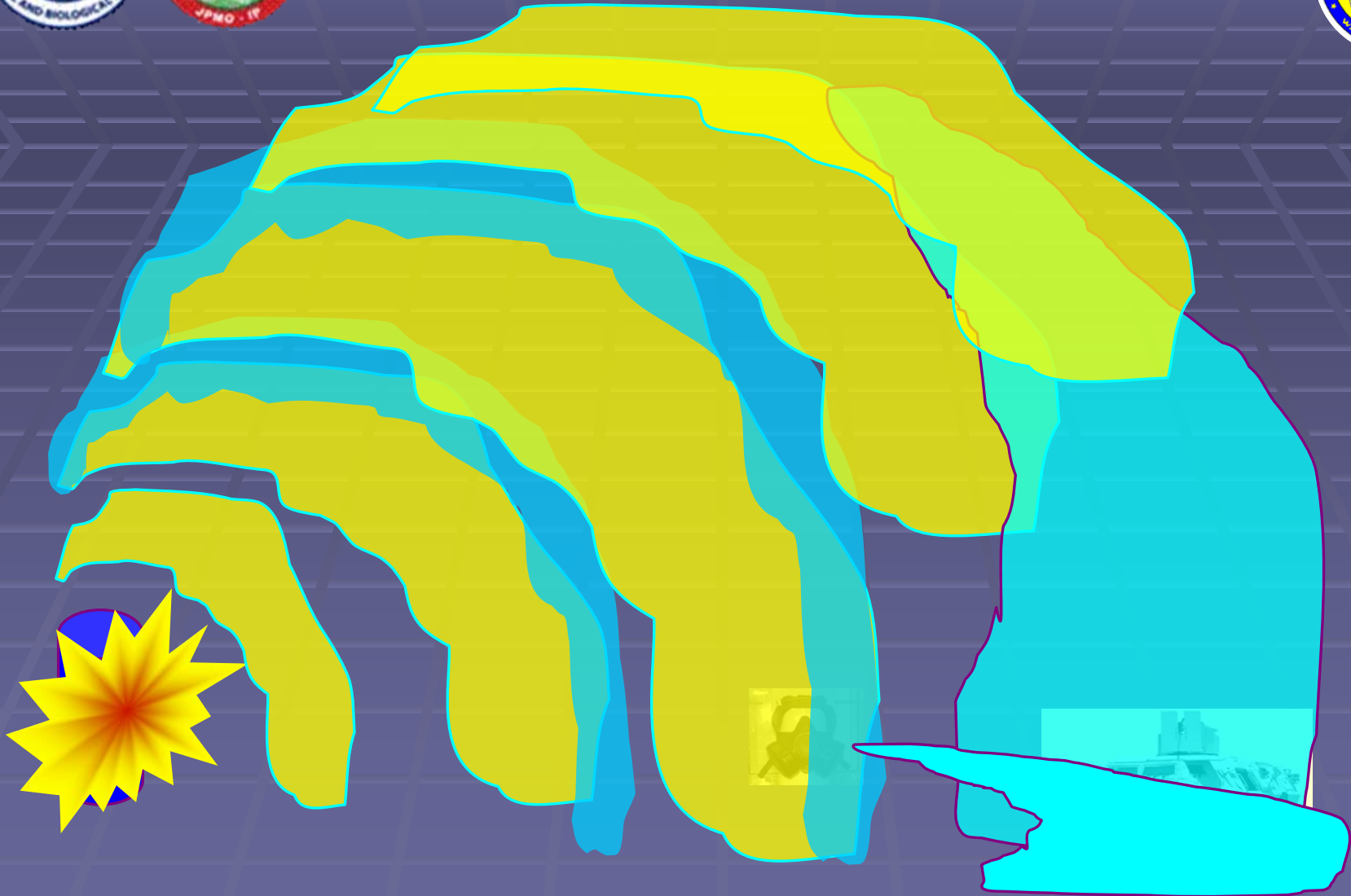
Anhydrous gases present a two-fold challenge:

1. Upon release in the environment-conversion to an aerosol hazard
  - HCl gas to aerosolized hydrochloric acid
  - HBr gas to aerosolized hydrobromic acid
  - NH<sub>3</sub> gas to aerosolized ammonium hydroxide
2. Second hazard occurs behind this expanding aerosol hazard-a zero humidity challenge





## *Aerosol Hazard of Anhydrous Gases*



**HCl Vapor**

**Hydrochloric Acid Aerosol**





## *Utilizing Filter Performance data for Operational Assessments*

### Based upon performance curve data:

- Estimate operational time at IDLH values or AEGL-3 values

### Based upon scenario modeling and performance curve data

- Estimate operational time at specific distances for large, moderate and asymmetric types of releases.





# *Conclusions*

1. What to test based on a comprehensive risk mitigation strategy
2. How to test-lessons learned from previous T&E as well as fundamental chemistry
3. Simple, low cost approaches to breakthrough detection
4. Two fold use of Class Based Analysis
  - Risk mitigation during prioritization
  - Performance assessment during T&E and operational analysis
5. Humidity effects-Test at the most challenging (zero humidity?)
6. Utilize performance curve data to translate laboratory test data to operationally relevant filter performance.